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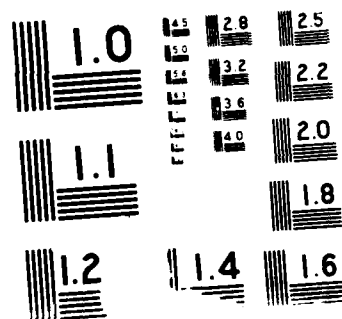
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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

AIR FORCE PILOT RETENTION - 1988

MAJOR ROBERT B. FISK III 88-0915
MAJOR JAMES W. GREEN
MAJOR WILLIAM D. WESSELMAN

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REPORT NUMBER 88-0915

TITLE AIR FORCE PILOT RETENTION - 1988

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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19 ABSTRACT (Continue on reverse if necessary and identify by block number) The purpose of this project was to analyze the perceptual differences of three groups of Air Force pilots and relate this to the pilot retention problem. Instead of relying on our "gut" feelings, we took a scientific approach and administered a questionnaire (appendix A) to three Air University schools; SOS, ACSC and AWC. It begins with the background and significance of the problem, previous studies, objectives, assumptions and limitations, and the survey population/demographics. Chapter Two deals with the career intentions of our sample size and the results are expressed graphically. Chapter Three and Four deal with leadership/supervision and job factors respectfully, again graphically displayed. Chapter Five covers other factors such as: promotion, PME, advanced academic degrees, etc.. The final chapter consists of the findings, conclusions, and recommendations.					
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PREFACE

Pilot retention is a serious problem for the United States Air Force. Pilots are separating faster than replacements can be trained. The purpose of this pilot retention research project is threefold: 1) gather retention information from three Air University schools (SOS, ACSC, AWC); 2) develop conclusions as a result of the survey findings; and 3) make recommendations on possible solutions to the Air Force pilot retention problem. Analyzing the survey results, the authors found many perceptual differences between the three schools.

This perceptual problem is the basis for this project. Since the authors represent the top 20 percent of all Air Force majors and come from completely different backgrounds, their misconceived ideas could be representative of other Air Force officers in similar positions. To check these "gut" feelings, the authors administered a survey to pilots in SOS class 87-E, to the 88 ACSC class, and to the 88 AWC class. This sample size represents the future leaders of the Air Force at three different points in a career. The SOS students represent primarily the 5 to 11 year group, the ACSC students represent the mid-level career officer, and the AWC students represent the immediate future leaders of the Air Force with many proceeding directly into influential leadership positions after graduation in May.

Comparisons of the survey results between the three schools follow. Perceptual differences between all three schools exist and this project will expand upon these divergences.

This material is being submitted to the faculty of Webster's University in partial fulfillment of the requirements for the Master of Arts degree in Management for Major James W. Green.

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Major Wesselman is a senior pilot with over 1,600 hours in the B-52. He attended SOS in 1983 and completed ACSC by correspondence also in 1983.

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REPORT NUMBER 88-0915

AUTHOR(S) ROBERT B. FISK III; JAMES W. GREEN; WILLIAM D. WESSELMAN, MAJORS, USAF

TITLE AIR FORCE PILOT RETENTION, 1988

I. Purpose: To identify perceptual differences between the three selected groups (SOS, ACSC, and AWC) of pilots and also identify the leading dissatisfiers that cause an Air Force pilot to select separation instead of a full Air Force career.

II. Problem: Retention of pilots in the United States Air Force is very low and the future looks like it will not get better. Pilot retention is a most serious problem for the Air Force. Airline companies prefer the military pilot because of his extensive professional training, experience and discipline. This research paper indicates that the Air Force is pushing the pilot out of the service more than the airlines are luring them out. In terms of dollars and cents, it costs approximately seven million dollars to put a fully qualified F-15 pilot in the air. If the Air Force could keep just over two of these separating pilots, it could purchase an F-16 with the money saved. In a time of tight budgets, this problem becomes even more evident.

CONTINUED

III. Discussion: The career intentions of the officers surveyed point out several perceptual differences. The future senior leaders of the Air Force clearly have different views of what is important in their career decisions. The promotion system is very important to the AWC pilot along with pay and allowances. The SOS pilot never mentioned the promotion system in a positive vein and listed pay and allowances as only a third factor. ACSC and SOS listed leadership and supervision at and above the unit level, as a negative factor.

Our survey results did in fact indicate that leadership and supervision was a problem area. Many felt their supervisors seldom gave them feedback of any kind while the quality of leadership at the unit commander level and above varied from ratings of excellent to below average. A large percentage of officers felt the senior leadership was more concerned with advancing their own careers than with mission accomplishments.

Job factors have a direct effect on the pilot's decision to remain on active duty or separate. The importance of job factors cannot be over estimated. Perceptual differences appeared again. While less than half of the AWC pilots were dissatisfied with their additional duties, a substantially larger 90% of the SOS pilots were dissatisfied. One common area among all surveyed was that the length of the duty day was too long.

Some other factors discussed include: the promotion system and family considerations. ACSC and SOS pilots revealed a serious lack of confidence in the Air Force's current promotion system, while AWC took the opposite viewpoint. While all three schools felt advanced academic degrees, additional duties and PME were major factors in determining an officer's promotion success, a much different perspective is evident when they were asked to determine the importance leadership and primary duties play in promotion determination. The family considerations portion also revealed some divergent views. ACSC and SOS did not demonstrate overwhelming family satisfaction with military life. PCS moves were found to have a devastating effect on family hardships with disruption of life and economic factors most prevalent.

IV. Conclusions and Recommendations: Both SOS and ACSC pilots were dissatisfied with the leadership and supervision at and above the unit level. Current and future Air Force senior leaders (AWC pilots) clearly believe that pay and allowances are a major reason why pilots are separating. However, this study indicates that this is not the number one reason. Perceptual differences

CONTINUED

on the promotion system were very significant. AWC viewed the promotion system as a beneficial system and a motivator to remain on active duty, whereas SOS pilots viewed it as a detractor and attributed it as a factor to separate from the Air Force early. The amount of non-flying additional duties was a major irritant to the SOS and ACSC pilots. Also, almost one quarter of the SOS pilots were dissatisfied with their jobs.

Senior leaders must realize that pay is not the only solution to a very real problem. The authors believe the senior leaders should initiate studies to follow up on the points made in this research paper. A large group study would indicate if these perceptions are indeed accurate Air Force wide. They should then take steps to educate every rated officer in a position of command and those that will be commanding in the near future (in-residence PME officers) on why the junior pilot is separating. Only then will we see the trend of pilots separating reverse.

Chapter One

INTRODUCTION

BACKGROUND OF THE PROBLEM

In 1985 all pilot hiring records were broken - over 11,000 airline pilots were hired! During 1986 the momentum continued with over 10,500 openings for pilots, the second best year ever! 1987 looks equally good...1988 will be more of the same. What about the future? The ten year forecast calls for 42,000 to 52,000 new pilots. The demand is up and the supply is declining (3:1).

Pilot retention is a serious problem for the Air Force. Airline companies prefer the military pilot because of his extensive professional training, experience, and discipline (3:2). Many pilots separating from the Air Force are joining the airlines, and the authors' research indicates the Air Force is pushing pilots out of the service more than the airlines are luring them out.

SIGNIFICANCE OF THE PROBLEM

The Air Force loss is two-fold with every separating pilot. First, valuable experience is lost affecting combat capability. Second, losing these pilots can be measured in dollars. It costs approximately seven million dollars to put a fully mission-ready F-15 pilot in the air (6:1). Other weapon systems costs are comparable (6:1). If the Air Force could keep just three of these separating pilots, it could purchase another F-16 (7:1).

PREVIOUS STUDIES

The Air Force has periodically been concerned with pilot retention since the mid-1970s. This corresponds to when the airlines first started hiring at a faster than normal rate. With each major airline hiring, surge retention studies were undertaken to determine corrective measures. Table 1 on the following page displays the past 12 years of Air Force pilot retention rates (2:12; 5:2).

FISCAL YEAR	PILOT RETENTION RATES
1976	50.6%
1977	47.9%
1978	39.6%
1979	26.0%
1980	42.0%
1981	54.0%
1982	68.0%
1983	78.0%
1984	72.0%
1985	59.0%
1986	56.0%
1987	48.0%

Table 1. Pilot Retention Rates

The current surge in airline hiring is not characteristic of previous periods. This hiring boom started in 1985 and is expected to continue into the mid-1990s. Airlines are only able to hire about half the military resources they would like, and are starting their own "airline colleges" (1:83). Because this period is different, the authors are only going to address the latest pilot retention study completed by AFMPC in January, 1987.

The basis of this study is the Officer Retention Survey, USAF SCN 87-03, which was administered to 6,612 pilots with 4,230 responding.

[The results were] briefed to Lt Gen Hickey, DCS Personnel, and to the USAF Retention Symposium in February 1987. In March 1987, Gen Welch called for a Pilot Retention Workshop to be convened at the Pentagon. The survey data [was] briefed to this workshop Between June 1987 and September 1987, the survey results were briefed to the commanders and staffs of ATC, MAC, SAC, PACAF, and USAFE. Air Force leadership is indeed concerned about pilot retention . . . (5:1).

This survey was very successful. It told the Air Force leadership why today's pilots are separating, and already the Air Force is studying steps to alleviate the problems (2:12).

OBJECTIVES OF THIS STUDY

The authors of this research project will show that a perception problem exists between why pilots are separating and

why the future senior leadership of the Air Force thinks pilots are separating. This objective will be accomplished through an analysis of a survey administered by the authors to SOS Class 87-E, the ACSC class of 1988, and the AWC class of 1988. The survey is essentially the same survey administered to Air Force pilots in January 1987.

ASSUMPTIONS AND LIMITATIONS

Assumptions

The survey results of pilots in the 5-11 year group compared favorably to the survey results of the SOS class. Because of this similarity, the authors will use the SOS survey results and will assume they are representative of the Air Force pilot population in the 5-11 year group.

The authors assume the ACSC pilot responses are representative of the intermediate future leadership of the Air Force because of the selection criteria to attend ACSC in residence (top 20 percent of the majors in the Air Force) (4:23).

The authors assume the AWC pilot responses are representative of the immediate future leadership of the Air Force because of the selection criteria to attend AWC in-residence (top 10 percent of the lieutenant colonels and at least one below-the-zone promotion for colonels) (4:23).

Limitations

The sample size of the surveys administered by the authors is substantially smaller than that administered by the Air Force due to the relatively small size of each class surveyed. Because of this small size, no attempt is made to present validated statistical data in comparison to the Air Force survey conducted by AFMPC.

SURVEY POPULATION/DEMOGRAPHICS

Population

The population of the Air Force survey conducted by AFMPC included all pilots, regardless of year groups. The survey conducted by the authors included pilots who are students in SOS, ACSC and AWC. Air Force survey results were analyzed by Total Active Federal Commissioned Service (TAFCS) year groups of less than 5 years, 5-7, 8-11, more than 12 years and by total force. The authors' survey results were analyzed by school. The Air

Force analysis conducted by AFMPC is based on 4,230 responses while the authors' analysis is based on 120 SOS, 103 ACSC, and 57 AWC responses.

Demographics -- Authors' Survey Participants

Eighty-eight percent of the AWC pilots are lieutenant colonels, 90 percent of the ACSC pilots are majors, and 90 percent of the SOS pilots are captains. Ninety-five percent of all respondents were male. Eighty-three percent of SOS pilots had 5-11 years TAFCS, 90 percent of ACSC pilots had 11-16 years TAFCS, and 62 percent of AWC pilots had 16-20 years TAFCS. Command identity was constant throughout ACSC and AWC with both schools having about 25 percent MAC, 25 percent SAC, and 30 percent TAF backgrounds. ATC had a six percent representation at both schools. The remaining 14 percent was dispersed among the other commands. Almost 30 percent of the SOS pilots had an ATC background. One interesting note was that SAC bomber pilots enjoyed almost a 2 to 1 advantage over tanker pilots in AWC and ACSC. However, in SOS the percentages were uniform.

Ninety-six percent of the ACSC and AWC pilots were married, compared to only 78 percent of SOS pilots. The average ACSC and AWC pilot had two children and the average SOS pilot had no children. Over 50 percent of the ACSC and AWC pilots were commissioned through the ROTC program. SOS pilots received their commissions at a fairly equal rate from USAFA, ROTC, and OTS. Ninety percent of AWC pilots had a masters degree. This compares to 78 percent for ACSC and 21 percent for SOS.

For the purpose of analysis, it should be noted that the SOS pilot is younger, has little or no family equating to less ties, and no substantial service commitment for attending PME in-residence. Also, he has less than 11 years TAFCS which coincides with the Air Force population experiencing the heaviest pilot losses.

In the next chapter, the authors present a detailed analysis of the officers' career intentions and the significant perceptual differences which exist. The authors feel these differences are not only important but possibly are some of the underlying issues responsible for the current pilot retention problem.

Chapter Two

CAREER INTENTIONS

The career intentions of the officers surveyed are important and will set the stage for the remainder of this research project. SOS pilots are clearly the force which is most considering separation, just as the pilots with 5-11 years TAFCS were in the Air Force-wide survey. This chapter will analyze significant areas pertaining to perceptual differences concerning career intentions of pilots in each school.

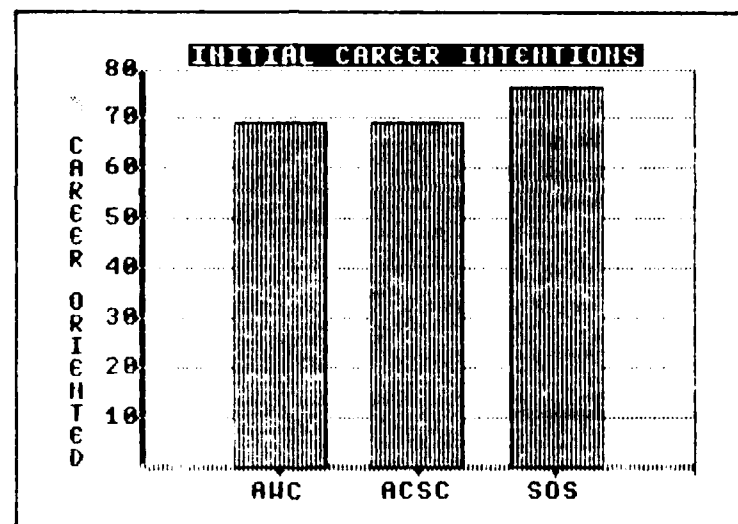


Figure 1. Initial Career Intentions

When first joining the Air Force, 68.5 percent of AWC pilots, 62.3 percent of ACSC pilots, and 76.3 percent of SOS pilots intended to make the Air Force a career. Surprisingly, on the other end of the scale, 22.8 percent of AWC pilots did not intend to make the Air Force a career when they first entered active duty. This compares to 9.6 percent for ACSC and 8.8 percent for SOS. See Figure 1.

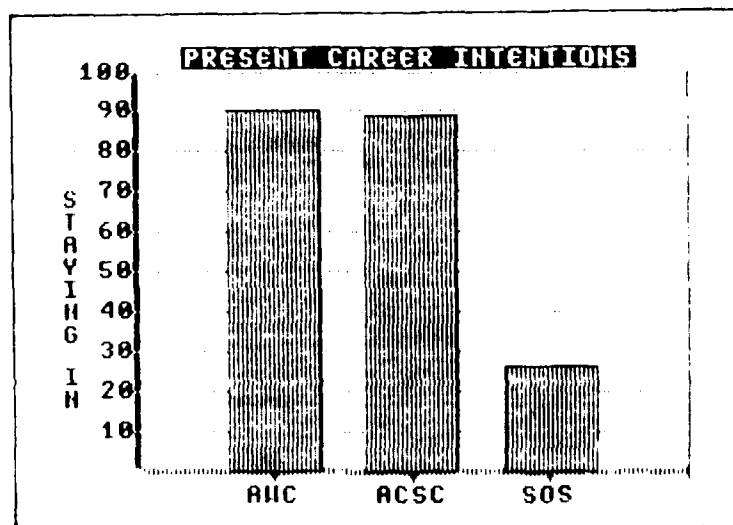


Figure 2. Present Career Intentions

Current career intentions paint a completely different picture. Of the AWC pilots who have not already completed 20 years active service, 90 percent will definitely remain in the Air Force. This compares with 89 percent of the pilots from ACSC, while only 26 percent of the SOS pilots will probably remain in the Air Force. Additionally, 27 percent of the SOS pilots are leaning toward staying in the Air Force for 20 years, but are not sure at this point in time. Furthermore, six percent of ACSC pilots and 46 percent of SOS pilots indicated they would definitely not make the Air Force a career. See figure 2.

Pilots who indicated they would remain on active duty were given 19 responses (Appendix:A-4,A-5) to prioritize as the reasons which most influenced them to stay on active duty. Listed below by school are the top five reasons they selected for remaining in the Air Force.

AWC

1. Challenging Air Force job.
2. Security of Air Force life.
3. Promotion System.
4. Opportunity to serve my country.
5. Travel and new experiences.

ACSC

1. Challenging Air Force job.
2. Retirement benefits.
3. Opportunity to serve my country.
4. Institutional benefits (medical and dental, BX. etc.).
5. Security of Air Force life.

SOS

1. Challenging Air Force job.
2. Opportunity to serve my country.
3. Security of Air Force life.
4. Opportunity to make changes which improve my job.
5. Retirement benefits.

Two areas of significant perceptual difference between SOS and AWC pilots surfaced in these lists. First, two-thirds of AWC pilots listed the promotion system as their most important choice for remaining on active duty. This factor was not included by SOS students in their selections. Second, almost one-third of the SOS pilots listed their desire to make changes to their job or organization as their most important reason for staying in the Air Force. Not one AWC officer listed this as one of his reasons.

The pilots indicating they would separate from the Air Force prior to 20 years TAFCS were asked to list the factors which most influenced them in their decision to separate. AWC data was insufficient due to the small number of pilots separating before 20 years TAFCS and therefore was not included below. Answers for ACSC and SOS pilots are listed in priority:

ACSC

1. Leadership and supervision above the unit level.
2. Family separation.
3. Lack of opportunity to make changes to job/organization.
4. The people.
5. Pay and allowances.

SOS

1. Leadership and supervision at the unit level.
2. Little say in future assignments.
3. Pay and allowances.
4. Working conditions (long hours, shift work, environmental conditions, etc.).
5. Leadership and supervision above the unit level.

Dissatisfaction with leadership at and above the unit level is prevalent in both groups. This negative perception concerning Air Force leadership among the pilots separating is a significant factor. AWC pilots do not perceive this problem as a major irritant or factor. Another factor which is not as important as AWC pilots perceived is pay and allowances. Although it did make the top five, it did not lead the list in either school. Among SOS pilots, the promotion system and opportunity for advancement were listed as reasons for separating, whereas these same factors were the very reasons for AWC pilots remaining. These opposing viewpoints between the two schools, although somewhat understandable, still illustrate a significant perception problem. This problem can partially be corrected by educating the SOS pilot on the merits of the promotion system and on the virtually unlimited opportunities for advancement.

The following comparisons represent the remaining significant factors under career intentions:

Pilots who separate join the airlines because of its appeal.

	<u>AWC</u>	<u>ACSC</u>	<u>SOS</u>
Agree	53%	44%	45%
Disagree	33%	45%	50%

- Personal interests and desires must take second place to the needs of the Air Force.

	<u>AWC</u>	<u>ACSC</u>	<u>SOS</u>
Agree	43%	35%	58%
Disagree	38%	46%	33%

- Aviation Career Incentive Pay is sufficient for the hardships associated with flying.

	<u>AWC</u>	<u>ACSC</u>	<u>SOS</u>
Agree	17%	24%	20%
Disagree	71%	67%	67%

Although pay is not a major factor overall, this statistic makes it clear that pilots do not believe they are payed enough for the rigorous activities, requirements and long hours associated with Air Force flying.

Pilots who separate to join the airlines do so because of dissatisfaction with the Air Force.

	<u>AWC</u>	<u>ACSC</u>	<u>SOS</u>
Agree	11%	67%	84%
Disagree	21%	19%	15%

When asked what appealed most about a career with the airlines, only 16 percent of the AWC pilots, 13 percent of the ACSC pilots, and 15 percent of the SOS pilots responded that an airline job did not interest them. Out of nine responses available, two were the overwhelming majority selected by the remaining pilots in all three schools:

	<u>AWC</u>	<u>ACSC</u>	<u>SOS</u>
Pay	52%	41%	47%
Work hrs	17%	21%	18%

SUMMARY

The career intentions of the officers surveyed point out several perceptual differences. The future senior leaders of the Air Force clearly have different views on what is important in their career decisions. First, the promotion system is very important to pilots in AWC and was listed as one of the prime factors which caused them to remain on active duty. This is probably due to the fact that the vast majority of AWC pilots have been selected to one rank or more below-the-promotion zone. It is a requirement for a colonel or colonel selectee to be promoted ahead of his contemporaries by at least one year in order for him to attend AWC in-residence. Conversely, not a single pilot in SOS listed the promotion system as a prime factor for remaining on active duty. In fact, SOS pilots listed the promotion system as a negative factor and one of the top five reasons for separating from the Air Force.

Pay and allowances were much more important to the AWC pilot than either the ACSC pilot or the SOS pilot. The SOS pilots who indicated they would separate from the Air Force prior to completion of twenty years listed pay and allowances as only the third most important factor. However, those who indicated they would pursue a career with the airlines, listed pay and work hours as the two primary attractors to the airlines.

Leadership and supervision at and above the unit level was clearly identified as a negative factor for both ACSC and SOS pilots. SOS pilots were more concerned with the leadership at the unit level, whereas ACSC pilots were most dissatisfied with leadership above the unit level. As a result, Chapter Three is devoted to analyzing this factor in detail.

In Chapter Three, the perceptual differences and significant problems between the three schools are even more noticeable. The authors also present current AWC, ACSC, and SOS views on leadership and supervision in the Air Force.

Chapter Three

LEADERSHIP AND SUPERVISION

This chapter will present AWC, ACSC and SOS responses to six questions asked concerning their perceptions about today's leadership. The areas covered are as follows: "1) feedback from immediate supervisors about job performance; 2) the quality of leadership at the unit level; 3) the quality of leadership above the unit level; 4) are immediate supervisors concerned with their officers' career development; 5) is leadership at the unit level more concerned with advancing their own career than with mission accomplishment; and 6) is leadership above the unit level more concerned with their own career than mission accomplishment" (Appendix:A-13,A-14). A more comprehensive glimpse of each question(s) relating to the aspects of each leadership trait discussed above is covered in the following pages of this chapter.

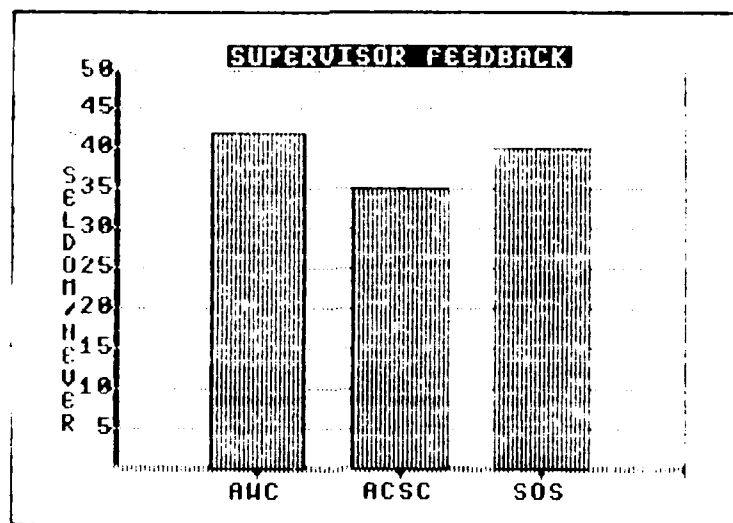


Figure 3. Supervisor Feedback

The first question analyzed asked: "How often are you given feedback from your immediate supervisor about your job

performance? (Appendix:A-13). This question did not differentiate between positive and negative feedback. A large percentage of AWC, ACSC, and SOS pilots all seemed to agree that feedback from their immediate supervisors concerning their non performance, is seldom if ever given. Forty-two percent of the AWC officers indicate they seldom receive feedback, while 35 percent of the ACSC and 40 percent of the SOS officers indicated a seldom or never response to feedback from their immediate supervisor. Overall, 39 percent of those surveyed disclosed a seldom or never response concerning feedback from their immediate supervisors. See Figure 3.

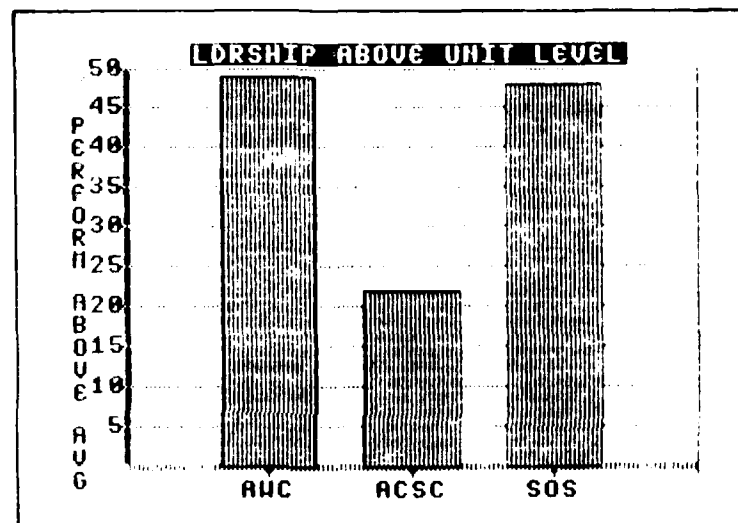


Figure 4. Leadership Above Unit Level

Two questions were directed at "the perception of unit leadership and the quality of Air Force leadership above the unit level" (Appendix:A-13). All three schools displayed the same perceptions regarding leadership at the unit level. Fifty-five percent of all officers surveyed indicate they believe current leadership at the unit level is above average or better. On the whole, the same holds true for opinions concerning quality of leadership above the unit level.

Leadership above the unit level is above average or better, according to 49 and 48 percent of AWC and SOS students

respectively. However, ACSC officers indicated a totally different perspective. Only 22 percent believe the current quality of leadership above the unit level is above average or better. See Figure 4.

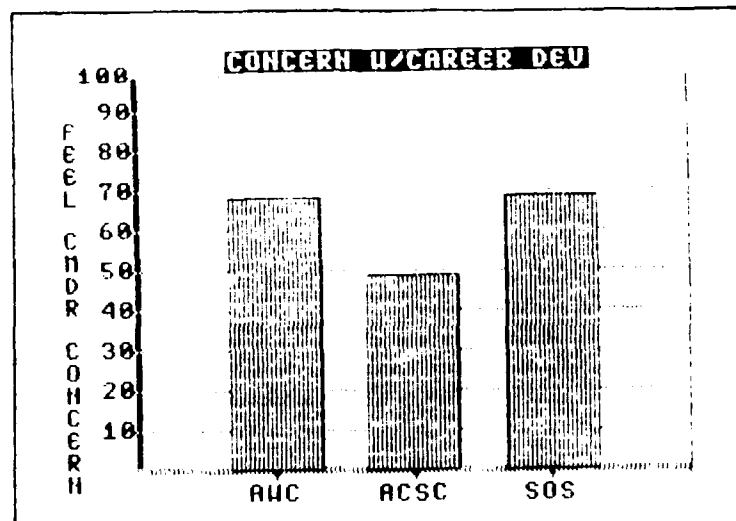


Figure 5. Concern With Career Development

When AWC, ACSC and SOS officers were questioned if their supervisors were concerned with their career development, most responses were positive. Sixty-eight percent of the AWC and 69 percent of the SOS officers indicate they feel their supervisors are indeed concerned with their people's career development. Once again however, ACSC perceptions differ from the other two schools in response to this question. Only 49 percent of those officers from ACSC agree their supervisors are concerned with their people's career development. See Figure 5.

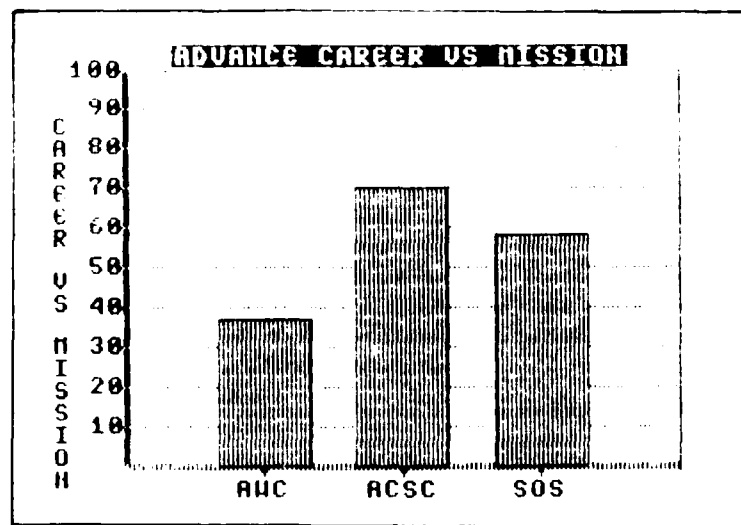


Figure 6. Advance Career Versus Mission

The final two questions dealing with leadership and supervision again centered on leadership at the unit level and leadership above the unit level. Officers were asked if they felt their unit commander was more concerned with advancing his career than with accomplishing the mission. Likewise, the same question was asked about leadership above the unit level. Approximately 33 percent from each school felt unit commanders put their careers before mission accomplishment. However, 55 percent of these pilots in ACSC and SOS who are departing the Air Force indicate their commander is more concerned with his career than the mission. With regard to leadership above the unit level, all three schools reveal a definite increase with this group being more concerned about advancing their own careers than with accomplishing the mission (37 percent AWC, 70 percent ACSC, and 58 percent SOS). See Figure 6. Additionally, 70 percent of those departing the Air Force support this perception of leadership above the unit level.

SUMMARY

The results of the AWC, ACSC, and SOS survey indicate officers lack confidence in our quality of leadership both at and above the unit level. Many feel their supervisors seldom give them feedback of any kind while the quality of leadership at the unit commander level and above varies from excellent to below average. The most perplexing problem in the authors' opinion is

the indication of extremely poor attitudes by the ACSC officers regarding current leadership at the unit level and above. Throughout the entire survey, ACSC officers indicated they are extremely dissatisfied with Air Force leadership. Additionally, results indicate that one-third to three-fourths of the officers believe leadership at the unit commander level and above is definitely more concerned with advancing their own careers than with mission accomplishment. Overall, this chapter indicates a very serious negative perception about our senior leadership.

Chapter Four examines job factors and the perceptual differences existing between schools. Specifically, it will concentrate on leadership and supervision, additional duties, pay and allowances, feedback and recognition, length of the average workday, geographic stability, opportunity for personal growth and development, retirement, and overall job satisfaction.

Chapter Four

JOB FACTORS

I would reward pilots for being good pilots -- I would not base a pilot's career and value on the additional duties and staff jobs he does
. . . I use to be dedicated to a career in the Air Force. I'm DOSing (has an established date of separation) because of the following:

1. Too many managers and not enough leaders.
2. Too much paperwork and not enough flying.
3. I want to fly, not push a desk,
4. The assignment process [expletive deleted], and
5. My wife and kids are tired of Daddy being gone.

The above two statements were taken from the written comments section of the survey. They were written by an SOS student separating from the Air Force.

Job factors such as these play a critical role in a pilot's decision to remain on active duty or separate. The authors have analyzed responses of the survey participants in respect to 29 job factors. This chapter presents the areas where definite perceptual differences and significant findings are noted between the SOS class and both AWC and ACSC.

Satisfaction Rates

Although the majority from each school is satisfied with leadership and supervision at the unit level, a significant percentage from each school (32 percent from ACSC and SOS, and 22 percent from AWC) also indicated dissatisfaction with our leadership at the unit level.

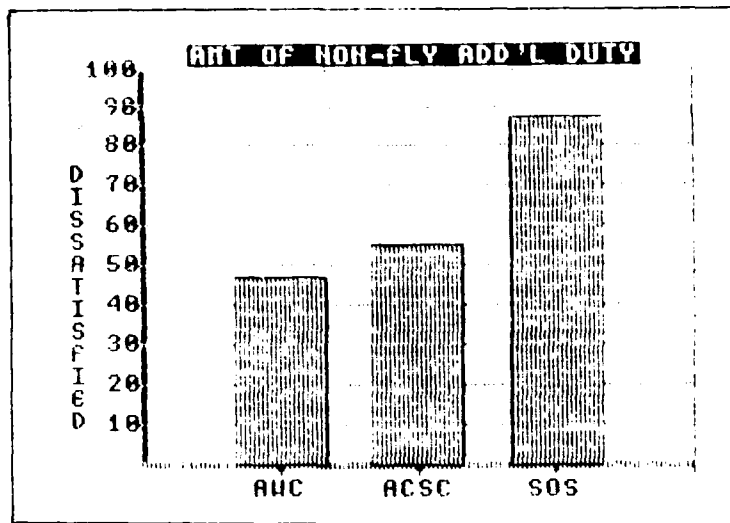


Figure 7. Amount of Non-Flying Additional Duties

The amount of non-flying additional duties is a major irritant for pilots in the SOS class. Over 87 percent are dissatisfied compared to 55 percent from ACSC and 47 percent from AWC. Forty-two percent of the SOS pilots are very dissatisfied with the amount of required additional duties compared to 14 percent of the AWC pilots. See Figure 7.

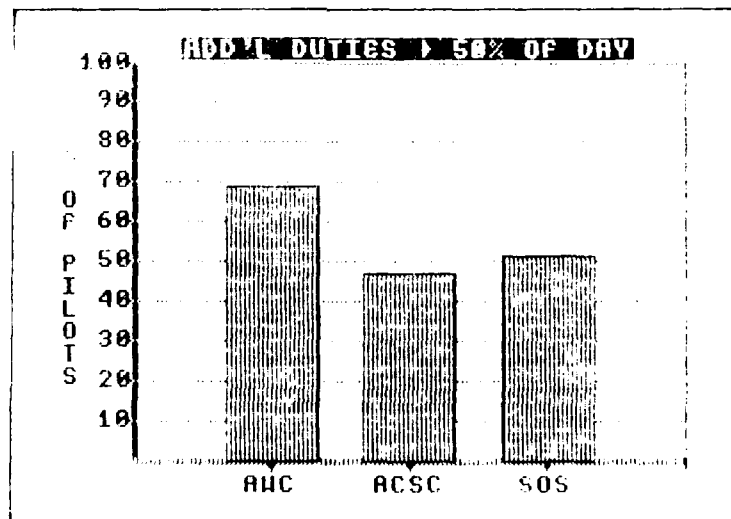


Figure 8. Additional Duties Greater Than 50% of Duty Day

The amount of time these non-flying additional duties consume is significant. Almost 69 percent of the AWC pilots spend at least 50 percent of their duty day in the performance of non-flying additional duties. This compares to 47 percent from ACSC and 51 percent from SOS. See Figure 8.

Below is an AWC written comment concerning additional duties. This comment was taken from the survey and is one of many which directly attacks the additional duty problem:

Never did I dream that additional duties would eat [so much of] my time and energy. In fact, so much went into additional duties that I had an aircraft incident. Poor supervision contributed too. . . . If there had been better supervision . . . [they would have known] how much I had worked that day and week.

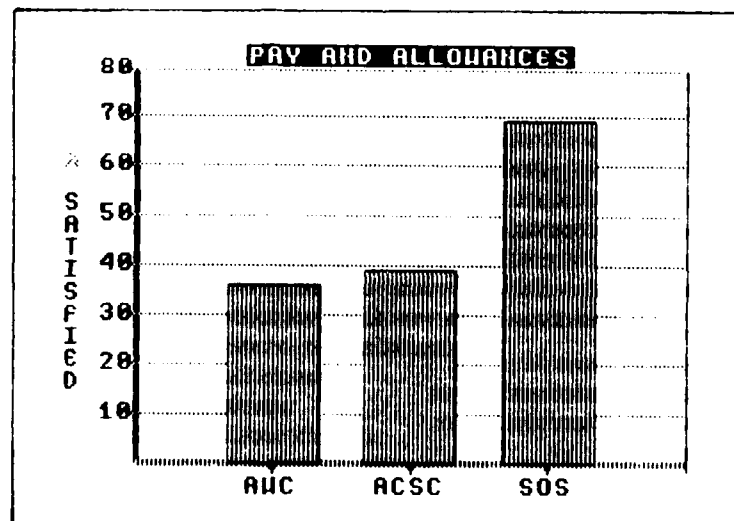


Figure 9. Pay and Allowances

Major perceptual differences are also evident in the pay and allowances category. Only 36 percent of the AWC pilots and 39 percent of the ACSC pilots are satisfied with their pay and allowances. This compares to 69 percent of the SOS pilots. See Figure 9.

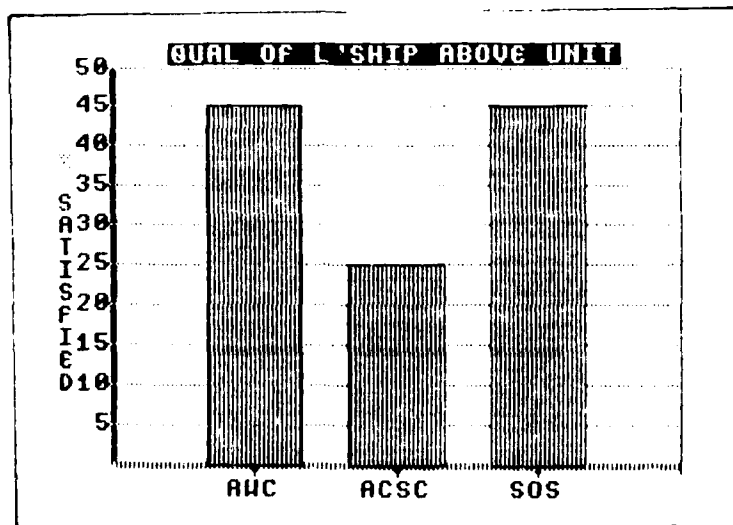


Figure 10. Quality of Leadership Above Unit Level

Half of the AWC and SOS pilots are satisfied with senior leadership above the unit level, while only one-quarter of the ACSC pilots indicated their satisfaction. See Figure 10.

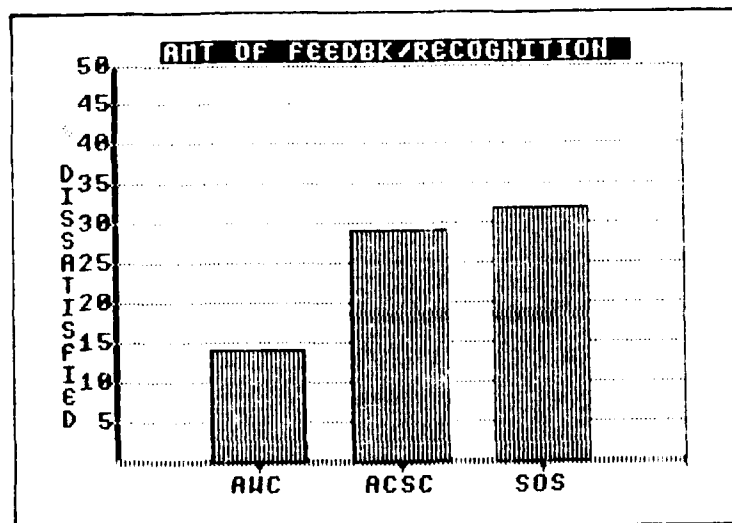


Figure 11. Amount of Feedback Recognition

Thirty-two percent of the SOS pilots are dissatisfied with the amount of feedback and recognition they receive. This compares to 29 percent for ACSC and only 14 percent for AWC. See Figure 11.

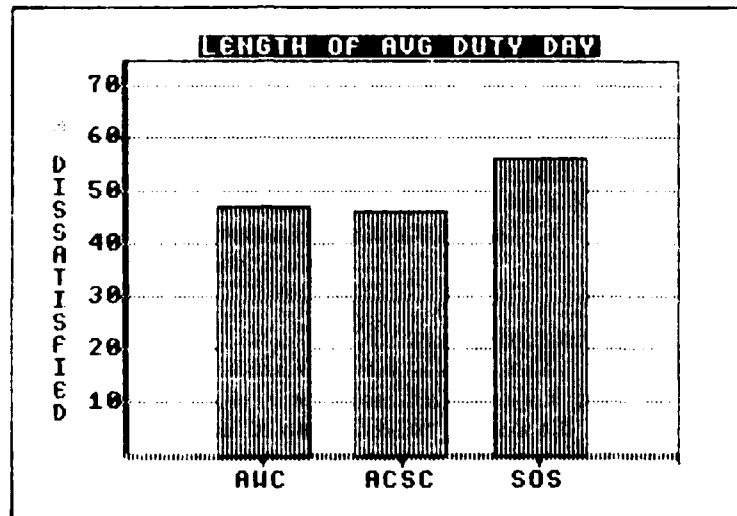


Figure 12. Length of Average Duty Day

The length of the average duty day is another major concern for all pilots with SOS significantly more discontent. The percentages are 47 percent from AWC, 46 percent from ACSC, and 56 percent from SOS. Over 96 percent of the officers in all three schools responded that their average duty day is 10 hours or longer with the majority having between an 11 and 12 hour day. See Figure 12.

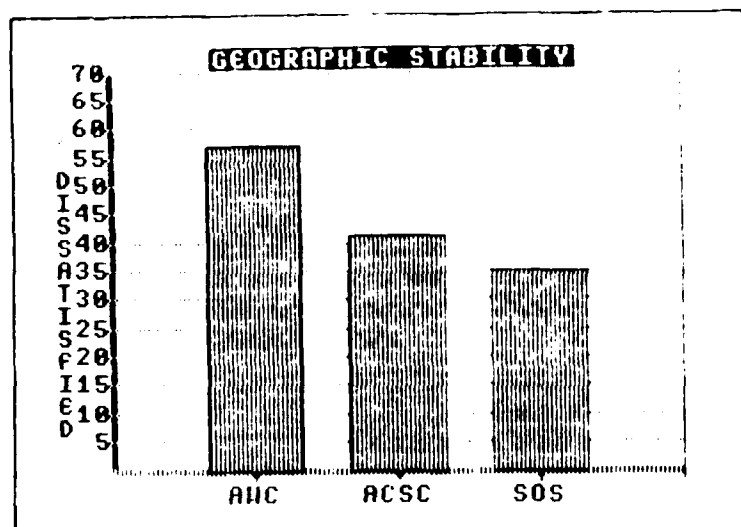


Figure 13. Geographic Stability

Perceptual differences also occur in the area of geographic stability. Fifty-seven percent of the AWC pilots, 41 percent of the ACSC, and 35 percent of the SOS pilots are dissatisfied with their geographic stability. See Figure 13.

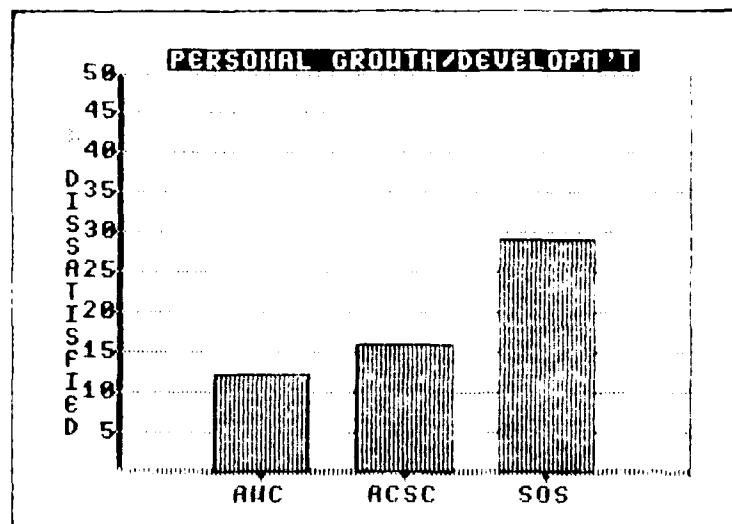


Figure 14. Personal Growth/Development

Twenty-nine percent of the SOS pilots are disturbed with their opportunity for personal growth and development while ACSC and AWC reveal 16 percent and 12 percent respectively. See Figure 14.

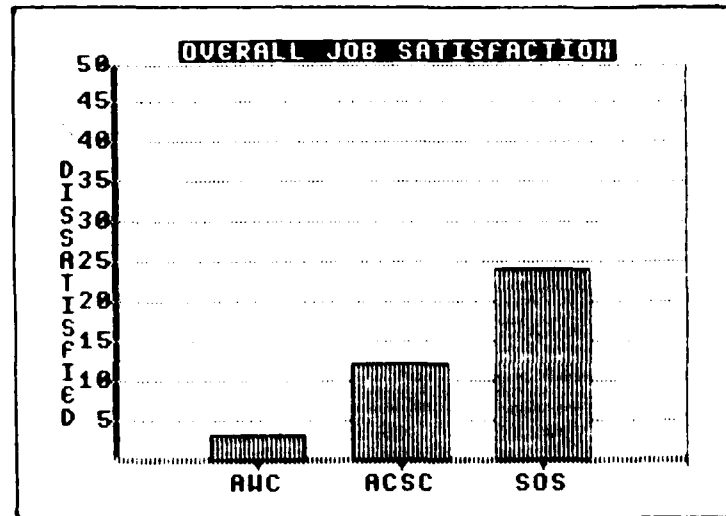


Figure 15. Overall Job Satisfaction

Satisfaction with their overall job presented a large difference of opinion between the schools. Only three percent of the AWC pilots express any dissatisfaction with their jobs while percentages sharply increase with ACSC at 12 percent and SOS pilots at 23 percent. See Figure 15.

Levels of Importance

The same factors are rated from, "not at all important", to "extremely important". Definite perceptual differences occur in several areas.

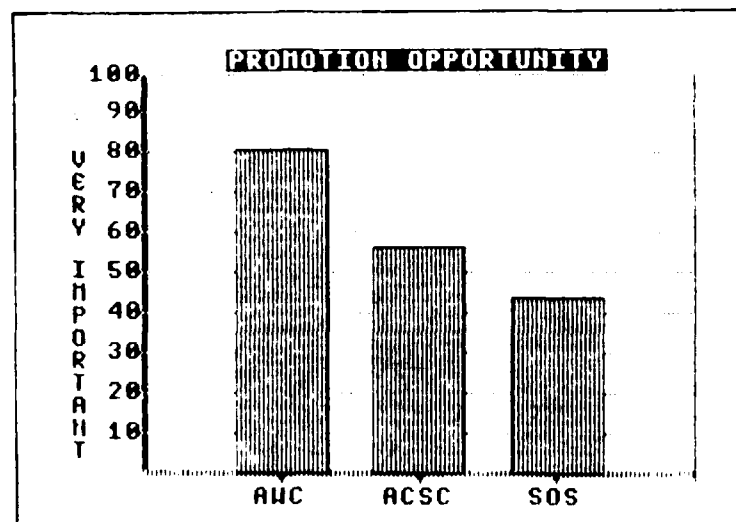


Figure 16. Promotion Opportunity

Promotion opportunity is rated very important or higher by 81 percent of AWC pilots, but only by 44 percent of the SOS pilots. See Figure 16.

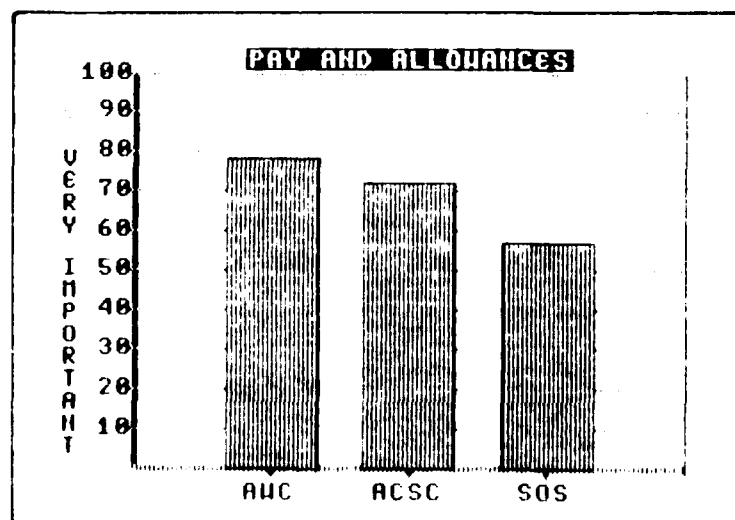


Figure 17. Pay and Allowances

Seventy-eight percent of AWC pilots place pay and allowances in the very important to extremely important range. This compares to 72 percent from ACSC and 57 percent from SOS. See Figure 17.

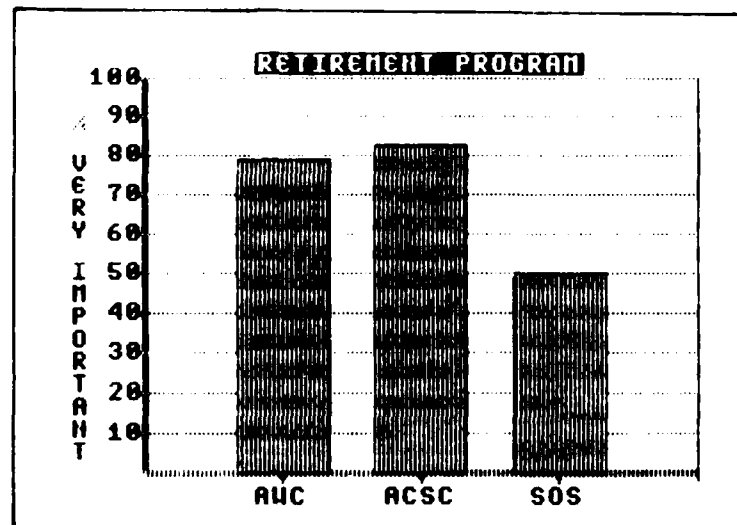


Figure 18. Retirement Programs

The retirement program is considered very important to extremely important by 79 percent of the AWC pilots. ACSC and SOS pilots are 83 percent and 50 percent respectively. See Figure 18.

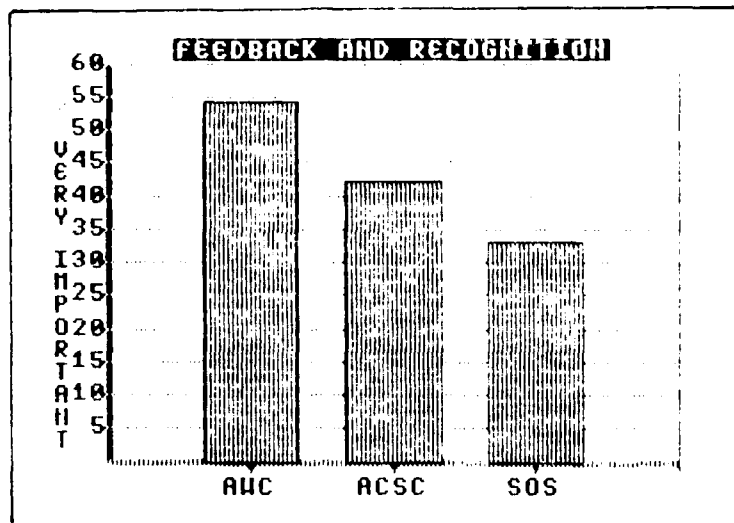


Figure 19. Feedback and Recognition

Fifty-four percent of the AWC pilots feel the amount of feedback and recognition is very important or extremely important. ACSC and SOS pilots indicate this is not as important to them with 42 percent and 33 percent respectively. See Figure 19.

SUMMARY

Job factors have a direct affect on a pilot's decision to remain on active duty or separate. Their importance cannot be over estimated. The authors believe future Air Force leaders must know which job factors cause the major irritants to pilots considering separation.

As pointed out in Chapter Three, leadership and supervision at the unit level and above is a problem area. At the unit level, one-third of the ACSC and SOS pilots are dissatisfied with leadership. At levels above the unit, 40 percent of the SOS pilots and 52 percent of the ACSC pilots are dissatisfied. Surprisingly, 30 percent of the AWC pilots are also dissatisfied with leadership above the unit level. None of the three schools have over a 50 percent satisfaction rate with leadership above the unit level.

A major perceptual difference occurred between the AWC class and the SOS class concerning the amount of non-flying additional duties. Less than half of the AWC pilots are dissatisfied with

the current load of non-flying additional duties compared to 90 percent of the SOS pilots. On the other end of the scale, over one-third of the AWC pilots are satisfied with their additional duties; this compares to only 6 percent for SOS. Written comments frequently point to additional duties as a real sore spot among the SOS pilots.

Another very significant area where future senior leaders differ in opinion with SOS pilots is pay and allowances. The majority of all written comments from the AWC pilots mention pay as the way to correct the pilot retention problem. The statistical analysis in this chapter also supports this senior leadership perception. The SOS pilots' satisfaction rate is double that of AWC and ACSC concerning pay. Clearly, this is one of the most notable differences between the schools. The perception of the future senior leaders is that pay is far below an acceptable level, but the SOS pilots, representative of the 5-11 year group, do not consider pay as being one of the major factors concerning separation from the Air Force.

The length of the duty day is considered too long by all survey participants (average over 10 hours). Non-flying additional duties consume over half of the duty day. If methods are used to decrease the number of non-flying additional duties performed by pilots, the length of the average duty day should also decrease, therefore alleviating two major irritants with one action.

A comparison of the satisfaction rates of job factors and the importance of each reveal perceptual differences. The most notable of these are in feedback and recognition. Almost one-third of the ACSC and SOS pilots are dissatisfied with the amount of feedback and recognition they receive, but these same schools place much less importance in this area than did AWC. Over half the AWC pilots consider feedback and recognition very important or higher, yet only 13 percent are dissatisfied with the amount they have received over their careers.

AWC and ACSC pilots place a much higher level of importance on pay and allowances and the retirement program than do SOS pilots. The margin is almost 2-to-1 in both categories. This major perceptual difference concerning pay is evident in each area pay is addressed.

How does your job as an Air Force pilot compare to the expectations you held when you entered undergraduate pilot training (UPT)? . . . It has turned out just as I thought it would. I enjoy what I do and realize the Air Force has its ups and downs . . .

This comment is one of the very few positive remarks from the SOS pilots. This particular pilot is separating, but not for pay, retirement, or because the airlines are pulling him out. He is separating because he feels he can not spend enough time on his primary duty of flying but must spend it on additional duties he thinks can be accomplished by a senior airman. This perception problem is one which the present and future senior leaders of the Air Force must confront.

In the next chapter these perceptual differences continue to arise as the authors focus on promotions and family considerations.

Chapter Five

OTHER FACTORS

This chapter focuses on results from two additional sub-groupings of the survey -- Promotions and Family Considerations. First, a short perceptual analysis by school is presented concerning the overall effectiveness of our current promotion system. Then a comparison is offered between factors each school feels is currently important for promotion and what they feel should be important in determining promotions. The rest of the chapter is devoted to examining family considerations and the importance this subject represents in the overall determination of an officers career.

PROMOTIONS

The survey presented a variety of questions concerning the overall effectiveness of the present promotion system and a detailed examination of several specific factors in promotion determination. The survey also asked the participants to rate how important they believed it should be in determining promotions (Appendix:A-15,16).

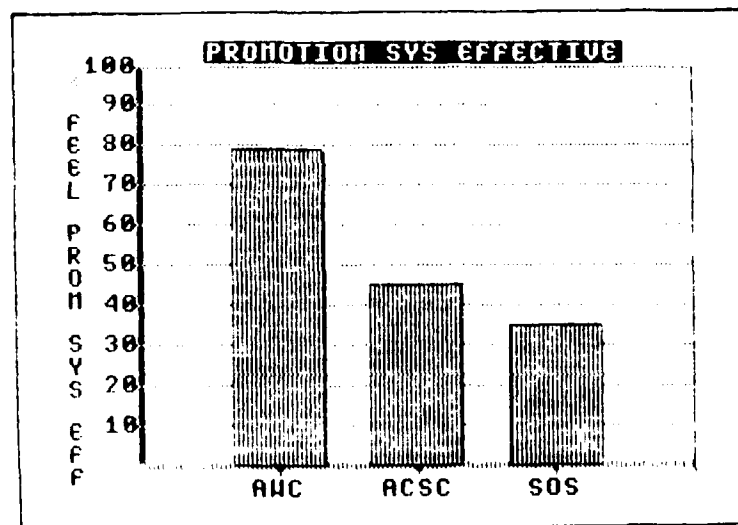


Figure 20. Promotion System Effectiveness

The preceding graph discloses a large disparity between the three schools in their perceptions on the effectiveness of our current promotion system. (AWC = 79 percent; ACSC = 45 percent; SOS = 35 percent) See Figure 20.

However, all three schools seem to agree Professional Military Education (PME), advanced degrees, and performance of additional duties are major factors in determining promotions. The authors selected two other factors which they feel should play a major role in the determination of promotions and then analyzed how all three schools view these two factors. The additional factors are: demonstration of leadership and management, and performance of primary duties. These five factors are scrutinized and selected aside from the obvious factors such as OER ratings, level of indorsements, OER narrative, and staff headquarters experience.

The following paragraphs display a breakdown of these five factors and how each school perceives their importance in the promotion system. A breakdown is then disclosed as to the importance each school feels these five factors should be in promotion determination.

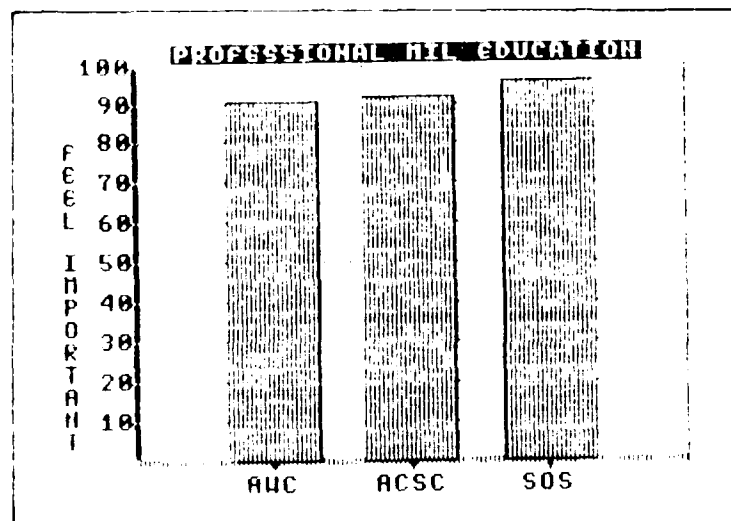


Figure 21. Professional Military Education

Professional Military Education - Over 90 percent of the officers in all three schools believe PME ranges from important to extremely important. (AWC = 91 percent; ACSC = 92 percent; SOS = 96 percent) See Figure 21.

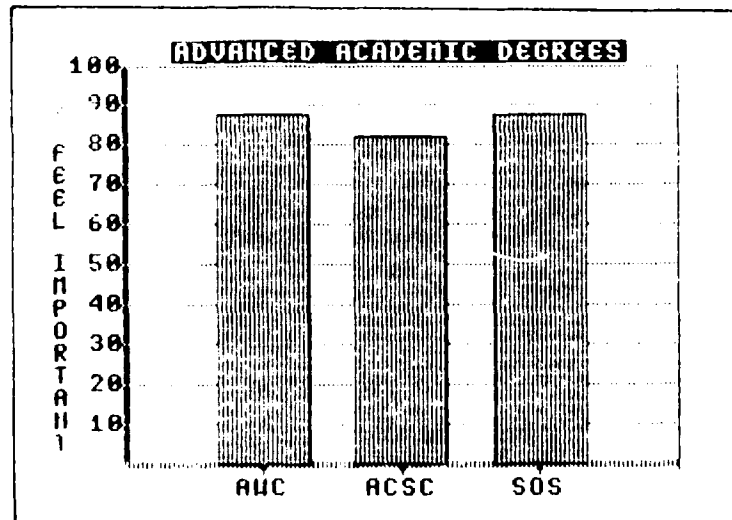


Figure 22. Advanced Academic Degrees

Advanced Academic Degrees - The lowest percentage is 82 percent from ACSC while over 85 percent of the officers from AWC and SOS feel these degrees play a major role in promotion determination. See Figure 22.

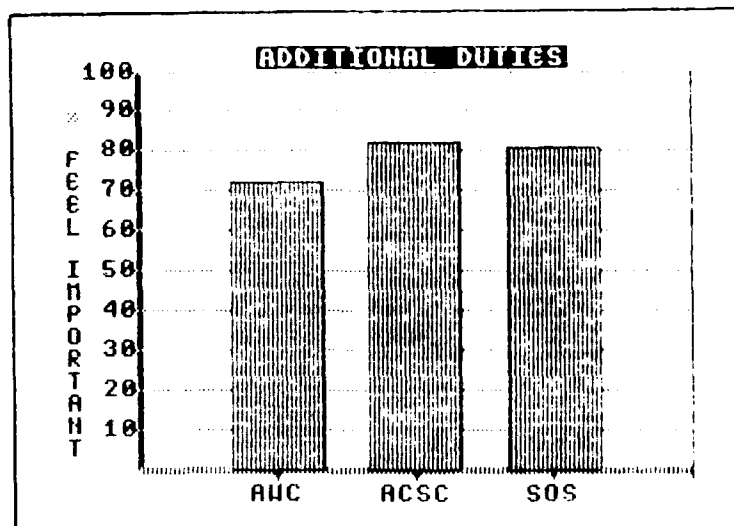


Figure 23. Additional Duties

Additional Duties - This factor is also perceived by all three schools as very important in promotion opportunities. However, as great an emphasis is not as evident from AWC officers. (AWC = 72 percent; ACSC = 82 percent; SOS = 81 percent) See Figure 23.

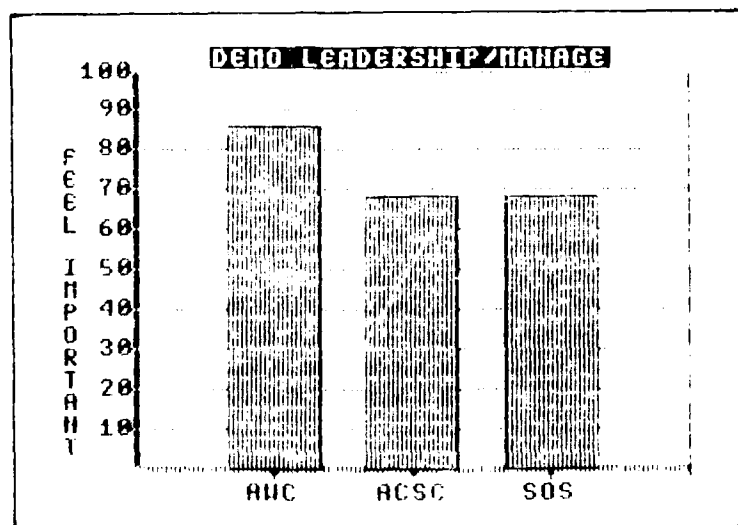


Figure 24. Demonstration of Leadership Management

Demonstration of Leadership Management - Extremely surprising and admittedly very troubling to the authors are the results of this factor. Although rated somewhat higher by the AWC officers, ACSC and SOS do not feel as confident when considering this as an important promotion factor. From discussions with SOS officers surveyed, many feel their leadership ability takes a back seat to other factors such as: "face time in the squadron", "whether or not the current squadron leadership liked you personally", "if you and your wife are actively involved in officer club functions", etc." (AWC = 86 percent; ACSC = 68 percent; SOS = 68 percent) See Figure 24.

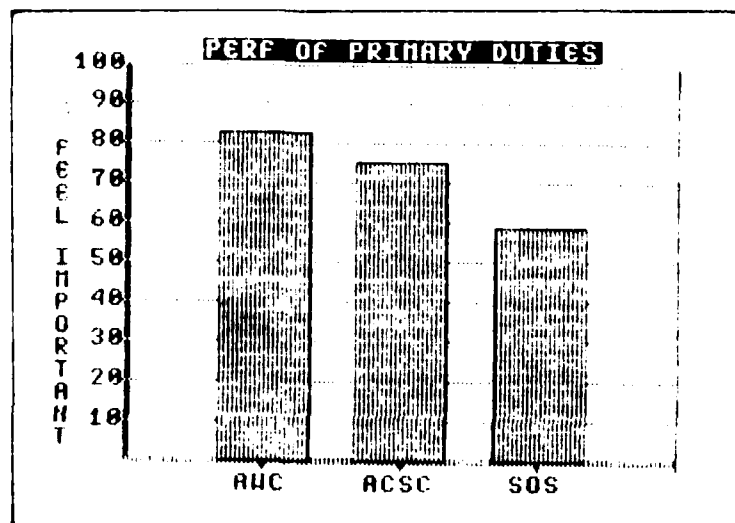


Figure 25. Performance of Primary Duties

Performance of Primary Duties - Disturbingly, this factor was indicated by all three schools to be one of the least important factors in promotion determination. Percentage-wise, this factor ranked ninth out of 13 factors in importance only surpassing OEP narrative, aeronautical rating, decorations, and source of commission. (AWC = 83 percent; ACSC = 75 percent; SOS = 59 percent) See Figure 25.

When given the opportunity to rate each factor with respect to how important they feel each should be in promotion determination, an entirely different perspective is evident.

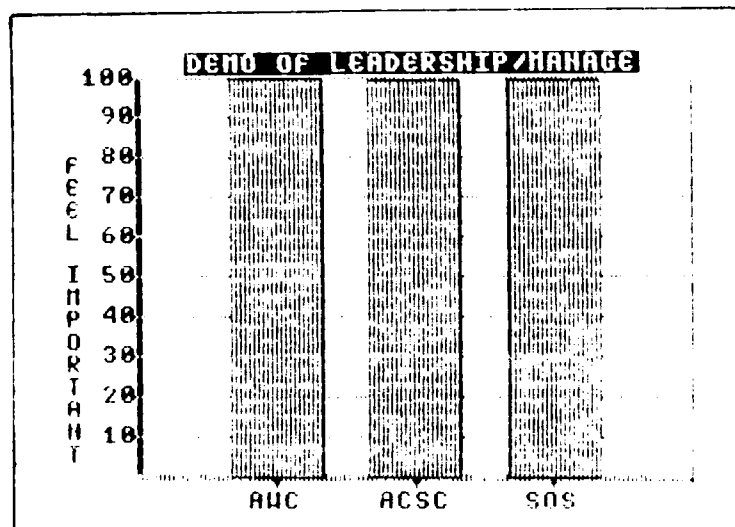


Figure 26. Demonstration of Leadership/Management

Demonstration of Leadership/Management - Almost every officer in all three schools rated this as a major factor in promotion determination. See Figure 26.

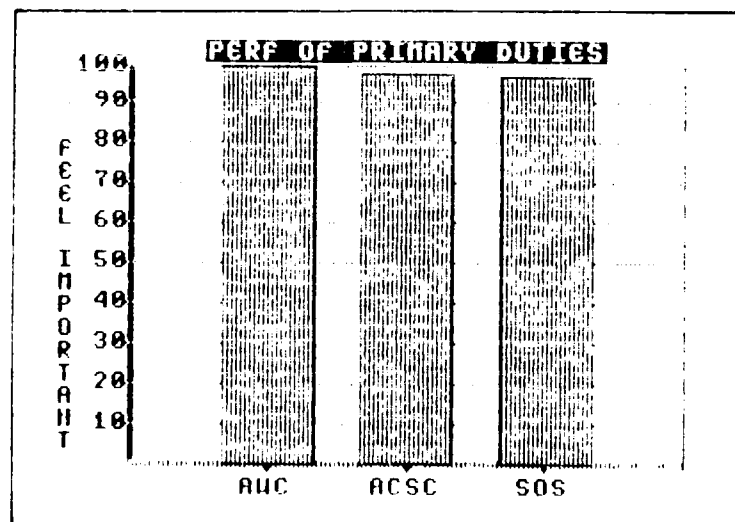


Figure 27. Performance of Primary Duties

Performance of Primary Duties - Like the previous factor, this also rates extremely high. A much different perspective is apparent if compared to this same factor previously mentioned in this chapter. (AWC = 100 percent; ACSC = 98 percent; SOS = 97 percent) See Figures 25 and 27.

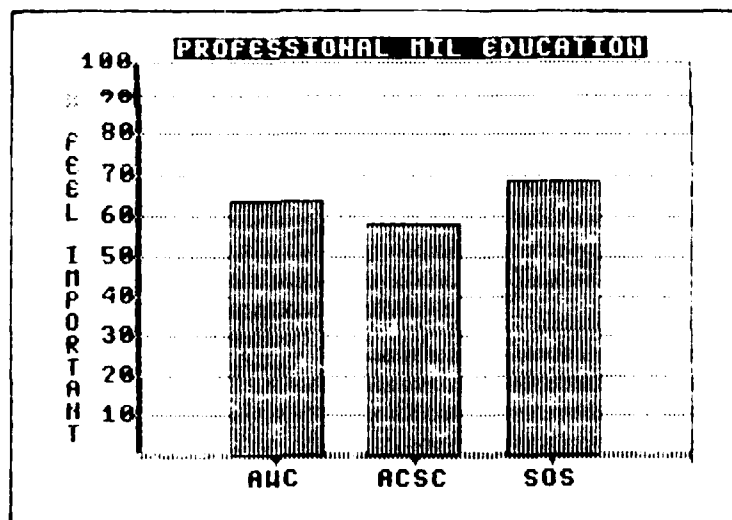


Figure 28. Professional Military Education

Professional Military Education - Although still considered important, this factor certainly does not carry the same importance on this scale when compared to the previous two factors. (AWC = 64 percent; ACSC = 58 percent; SOS = 69 percent) See Figures 26, 27, and 28.

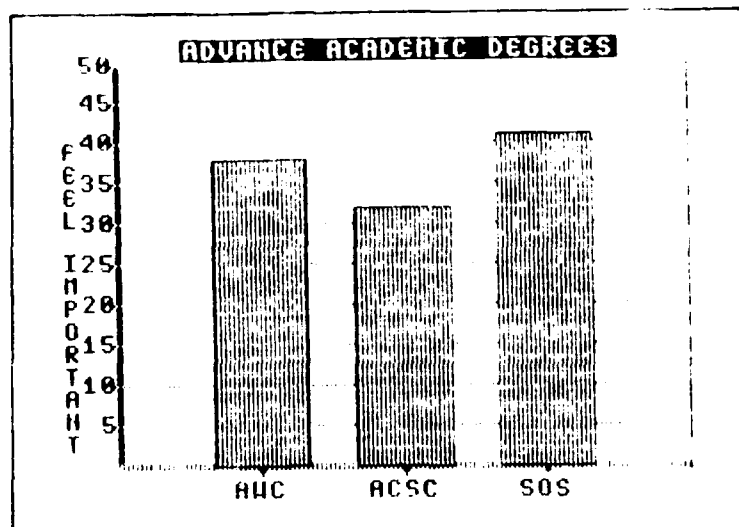


Figure 29. Advance Academic Degrees

Advanced Academic Degrees - A little over one-third of the officers surveyed felt this should play an important to extremely important role in promotion determination. This is a significant departure from the perception given about this factor earlier in this chapter. (AWC = 38 percent; ACSC = 32 percent; SOS = 41 percent) See Figures 22 and 29.

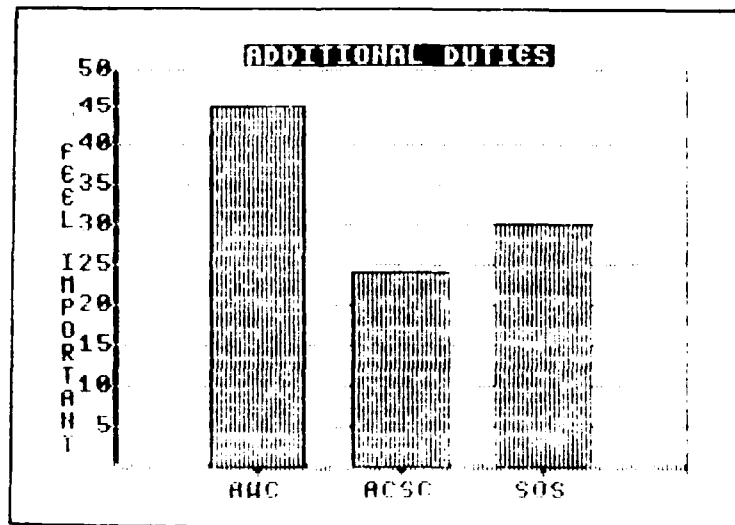


Figure 30. Additional Duties

Additional Duties - Overall, only one-third of the officers surveyed felt this was important. Yet, a large percentile disparity exists between AWC and both ACSC and SOS. Almost half of the AWC officers still feel additional duties should be a determining factor for promotion. (AWC = 45 percent; ACSC = 24 percent; SOS = 30 percent) See Figure 30.

<u>PRESENT PERCEPTIONS</u>	<u>"SHOULD BE" PERCEPTIONS</u>
1. Level of Indorsement	Demonstration of L'ship/Manag
2. PME	Performance of Primary Duties
3. OER ratings	OER ratings
4. Staff/Hq experience	OER narrative
5. Advanced Academic Deg	Level of Indorsement
6. Additional Duties	PME
7. Demonstration of Ldrship/Manag	Staff/Hq experience
8. Sponsorship	Aeronautical rating
9. Performance of Primary Duties	Advanced Academic Deg
10. OER narrative	Additional Duties
11. Aeronautical rating	Decorations
12. Decorations	Sponsorship
13. Source of Commission	Source of Commission

Figure 31. Factors Determining Promotions

Listed above is a composite rank order of how important the three schools believe each factor is in determining promotions and then how important they feel each factor should be in determining promotions. See figure 31.

AWC = 10% (5% not important and 5% somewhat important)

ACSC = 13% (3% not important and 10% somewhat important)

SCS = 6% (2% not important and 4% somewhat important)

Figure 32. Importance of OER Ratings for Promotion

A disturbing point is apparent throughout this entire chapter analysis. Although extremely low, a surprising percentage feel OER ratings are either not at all important or just somewhat important to an officers promotion determination. See Figure 32.

In the authors opinions, although this equates to extremely small numbers with this survey group, if this type of perception exists throughout the Air Force, a root cause for retention problems and dissatisfaction of officers might be identifiable.

FAMILY CONSIDERATIONS

The family consideration portion of the survey focuses on spouse and family satisfaction with military life. Additionally, career decisions made from family considerations and the encouragement an officer receives from the family is also examined (Appendix: A-16 - A-18).

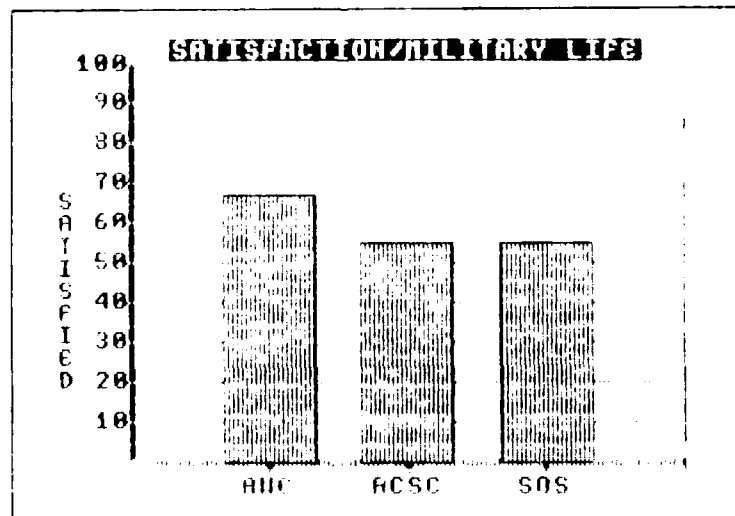


Figure 33. Satisfaction With Military Life

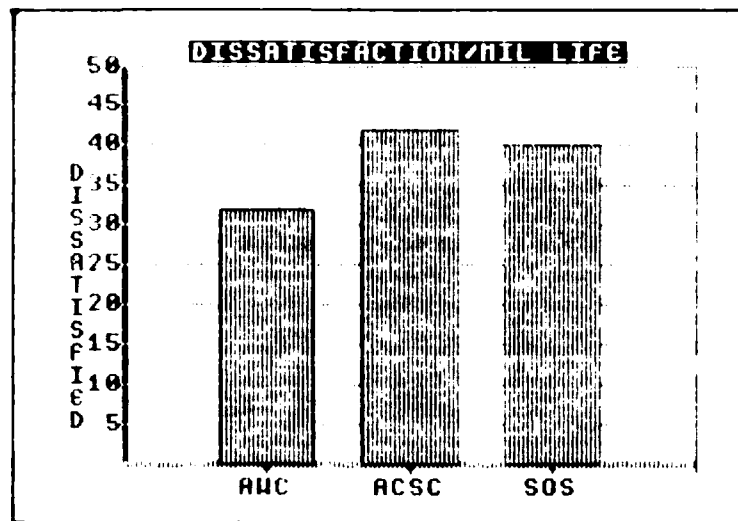


Figure 34. Dissatisfaction With Military Life

All three schools indicate more than half of the spouses and families are at least partially satisfied with military life as a whole. However, a large percentage also indicates they are at least partially dissatisfied with present military life. See Figure 33 (AWC = 67 percent; ACSC = 55 percent; SOS = 55 percent) and Figure 34 (AWC = 32 percent; ACSC = 42 percent; SOS = 40 percent) respectively.

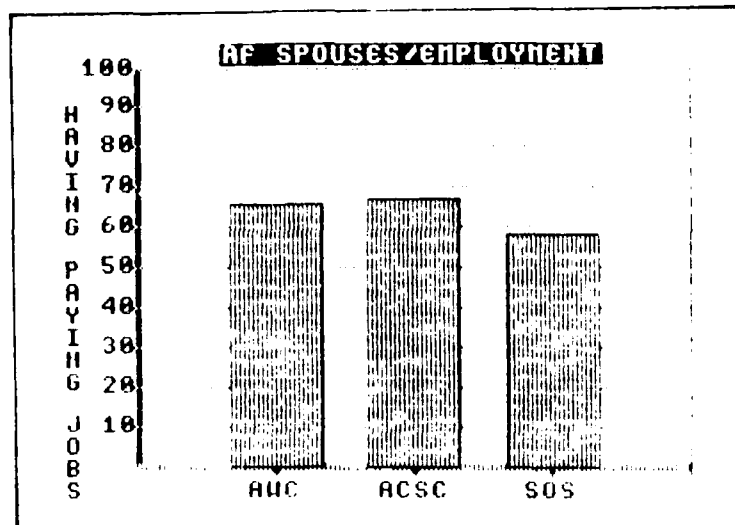


Figure 35. Air Force Spouses/Employment

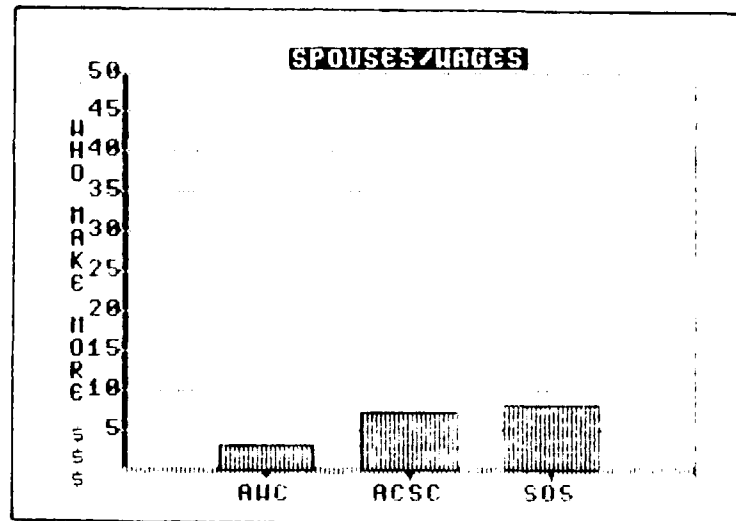


Figure 36. Air Force Spouses/Wages

Not surprisingly, all AWC and ACSC officers are married or have been at one time in their careers. Seventy-nine percent of those officers in SOS are presently or have also been married at some point in their career. The results portray a somewhat surprising percentage of spouses who do not have paying jobs.

Of the spouses having paying jobs, an extremely small percentage make as much as or more money than their military spouse. See Figure 35 (AWC = 66 percent; ACSC = 67 percent; SOS = 58 percent) and Figure 36 (AWC = 3 percent; ACSC = 7 percent; SOS = 8 percent) respectively.

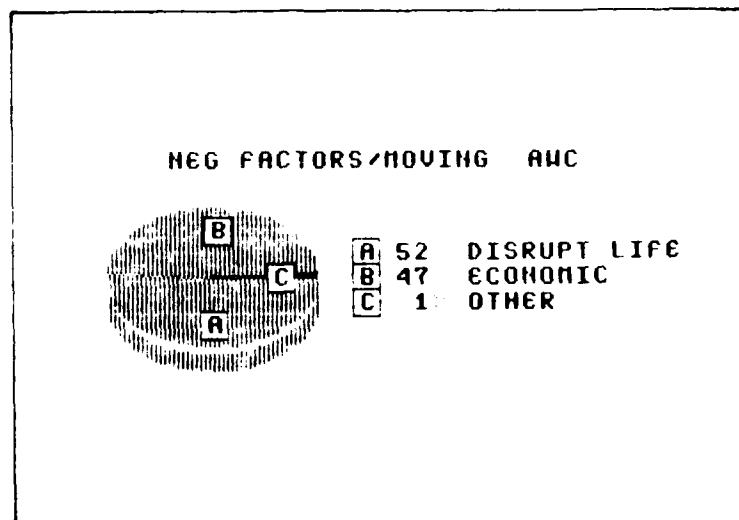


Figure 37. Negative Factors/Moving - AWC

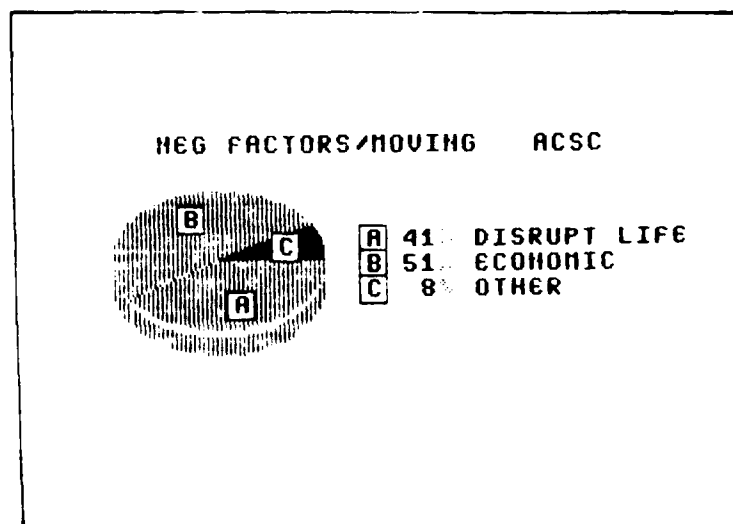


Figure 38. Negative Factors/Moving - ACSC

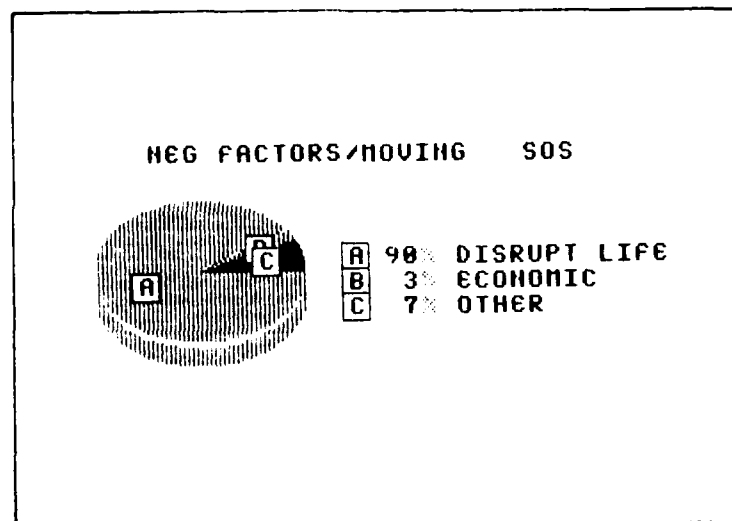


Figure 39. Negative Factors/Moving - SOS

This survey did not attempt to isolate or pursue the reasons for spouse and family dissatisfaction with military life. However, over half of the spouses and families of AWC and ACSC students did indicate they disliked moving every 3 to 4 years. When asked what the most negative aspects of PCS moves are (Appendix:A-18), the three schools responded as depicted in Figures 37, 38, and 39.

One other important factor that materialized when analyzing the schools' responses was the number of officers that make career decisions based solely upon family considerations such as a spouse's career, school systems, etc.

Percentage of responses given:				
	<u>Very Often</u>	<u>Often</u>	<u>Sometimes</u>	<u>Total %</u>
AWC	3.4%	5.2%	15.5%	24%
ACSC	3.1%	16.5%	26.8%	46%
SOS	6.3%	22.9%	29.2%	58%

Figure 40. Career Decisions Based on Family Considerations

A very small percentage of AWC officers indicated they make career decisions based on family considerations. However, proportionately these percentages greatly increase when the results of ACSC and SOS officers are examined. See Figure 40.

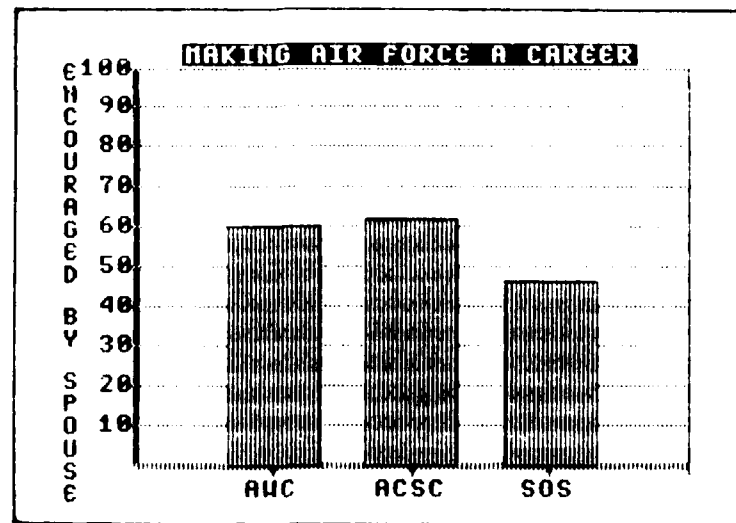


Figure 41. Making the Air Force a Career

Additionally, when asked if their spouse or immediate family wanted them to continue with an Air Force career, AWC and ACSC officers disclosed positive results. However, a frighteningly low percentage of spouses and immediate family members of SOS officers encourage their spouses to make the Air Force a career. Furthermore, 26 percent of the same group sample from SOS encourage their spouses not to make the Air Force a career. See Figure 41.

SUMMARY

A close inspection of this chapter reveals a definite perception problem between the AWC and both the ACSC and SOS officers, with the difference more evident in the latter school. Overall, ACSC and SOS officers reveal a serious lack of confidence in the Air Force's current promotion system.

While all three schools feel advanced academic degrees, additional duties, and professional military education are major

factors in determining an officer's promotion success, a much different perspective is evident when they are asked to determine the importance leadership and primary duties currently play in promotion determinations. Although AWC officers feel both factors are important, ACSC and SOS officers unveil a completely different point of view. This attitude is more evident when the responses of all three schools are used to rank order the thirteen factors presented in the survey for determining promotions. The perceptions which exist as to what they believe is important compared to what they feel should be important also demonstrates two entirely different convictions. The authors are also surprised by the results which indicate some AWC and ACSC officers feel OER ratings are simply not important or just somewhat important in the determination of promotions.

Family considerations also reveal some divergent viewpoints. ACSC and SOS responses did not demonstrate overwhelming family satisfaction with military life. In the authors' opinion, a higher than expected percentage of spouses are found to have paying jobs. This could be the result of spouses pursuing separate careers or the need for an additional income for the family.

PCS moves are found to have a devastating effect on family hardships with disruption of life and economic factors most prevalent. Furthermore, many ACSC and SOS officers indicate they make career decisions based upon family considerations. Finally, encouragement by the family and/or spouse for the officer to continue an Air Force career was found to be less than the authors expected.

Chapter Six

FINDINGS

The officer retention survey conducted by AFMPC clearly identified why pilots are separating from the Air Force. The results of the survey were briefed to the highest levels of the Air Force. Workshops have been held to identify solutions to the retention problem and Air Force leaders are currently studying the options available to solve the problem. Most of the options are related to pay; yet the survey results point out that although pay is important, other factors are also important (2:12).

This paper has identified the major perceptual differences that are occurring between the future senior leaders of the Air Force and the 5-11 year group pilots who are separating. These perceptual differences are most significant in the following areas: leadership and supervision at and above the unit level, pay and allowances, promotion system, additional duties, overall job satisfaction, and the retirement program.

CONCLUSIONS

Leadership and Supervision

Both SOS and ACSC pilots are dissatisfied with the leadership and supervision at and above the unit level. In fact, this trait is ranked as the number one dissatisfier by both groups. Conversely, the AWC pilots, many of whom will be the future leaders of the Air Force, do not consider leadership as one of the leading dissatisfiers. Although not perceptually significant, an important statistic reveals almost one-third of each school feels unit commanders place a greater emphasis on their own careers than they do on their unit's mission accomplishment.

Pay and Allowances

Current and future Air Force senior leaders (AWC pilots) clearly think pay and allowances are a major reason why pilots are separating (2:12). The AFMPC survey results confirm that pay and allowances are important, but not the most important factor. This factor ranks third among separating SOS pilots behind leadership and supervision at the unit level and little

say in future assignments. However, ACSC and AWC pilots perceive pay and allowances as being the most important factor causing early separations. The authors believe increasing pay and allowances are the quickest and easiest ways to partially alleviate the retention problem, but also the most expensive.

Promotion System

Perceptual differences in the promotion system are very significant. AWC pilots view the promotion system as a beneficial system and a motivator to remaining on active duty. SOS students view the promotion system as a detractor, and attribute it as a factor to separating from the Air Force early. Obviously, because of the quality of AWC pilots, the promotion system has worked to their advantage, but the SOS pilot has yet to make his first below-the-zone promotion. His view of the promotion system, like AWC pilots, is biased.

Additional Duties

The amount of non-flying additional duties is a major irritant to the SOS and ACSC pilots. Two-thirds of the AWC pilots spend over 50 percent of their time in the performance of additional duties, yet they don't consider it a major factor in a pilot's decision to separate from the Air Force. Non-flying additional duties, combined with the excessive length of the average duty day, are major dissatisfiers with ACSC and SOS. These combined factors lead to average duty days in excess of 10 hours for all three schools. Another area of concern is the perceived importance of additional duties on promotion opportunities. Three-quarters of all pilot responses indicated the performance of these additional duties are necessary for promotion. Conversely, the performance of primary duties ranks very low with ACSC and SOS pilots when considering promotion opportunities.

Overall Job Satisfaction

Almost one-quarter of the SOS pilots are dissatisfied with their jobs. This rate is seven times greater than the viewpoint of the AWC pilot. A culmination of all previous factors led to this high percentage. This perceptual difference is important, especially to the future leaders of the Air Force.

Retirement Program

As expected, AWC pilots feel the retirement system is very important in their decision to remain in the Air Force. However, SOS pilots rank it very low. Retirement benefits do not mean as much to a pilot who is only half way to retirement as they do to

a pilot who already is or will be eligible for retirement very shortly. Leaders must realize that counseling in this area will probably be unproductive.

RECOMMENDATIONS

This research project identifies many areas where the authors feel changes can be incorporated to make the Air Force a more attractive option for career oriented pilots. The perceptions of our future senior leaders are much different than those younger pilots separating from the Air Force. First, knowing what these perceptual differences are, and second, knowing what to do to correct these deficiencies are keys to solving the retention problem once and for all.

The easiest measurable step is to pay pilots more for a guaranteed commitment. The Air Force is reviewing these options as this paper is being written. The most recent option studied is to pay the pilot \$12,000 per year of commitment up to five years (2:1).

Non-flying additional duties are a real irritant to the pilot considering separation. The authors believe this problem can be solved in several ways. First, assign an additional airman or senior airman to handle routine additional duties such as publication updates, security, snack bar officer, building custodian, various charity drives, and other jobs which can be handled by any person, not necessarily a pilot. Second, assign additional duties and responsibilities based on experience, not rank. Make an effort to assign new lieutenants to weapons and tactics positions or to other jobs directly relating to flying. This should provide a motivational factor and should also help them learn more about their weapon system.

The length of the average duty day is too long. A reduction in additional duties will help alleviate this problem, but another option is also available. The perception exists that the Air Force rewards the "work-aholic". An Air Force-wide unit "goals" program would de-emphasize the amount of time spent on the job and would emphasize the quality of time spent on the job. If each unit, each flight, each section, etc., set goals to achieve monthly, quarterly, annually, etc., they could budget their time to make these goals and performance could be measured against their success or failure in attaining these aims.

The levels of dissatisfaction with the leadership at and above the unit level is too high for us to dismiss. The Air Force may not be placing the right people in the squadrons as leaders. Individuals should be carefully screened for competence in the weapon system, as well as competence as a leader, before

they are chosen to lead pilots. Today's perception of how to get ahead is to land a headquarters assignment and stay long enough to get promoted below-the-zone. This early promotion identifies that individual for future command, whether they are leaders or incompetent to lead. A good point for senior leaders to consider is that a good staff officer may not be a good leader. Conversely, good pilots who have never left the cockpit, may not be competent leaders because they may not have the experience necessary to properly advise their people in matters other than flying. The authors feel this balance can be attained, but only with proper emphasis by our senior leaders.

The authors believe that dissatisfaction with leadership above the unit level is more a problem of education than incompetence at the higher levels. Junior officers are not exposed to the senior leaders very often and because of the workload associated with our general officer positions, this perception probably will not change in the near future. However, we can learn "commander's intent" from the Army. If policies and procedural changes are explained when directed, there could be less complaining. The Army understands they will fight the war better when the commanders at the lowest levels understand their objectives. They can then pass these orders or objectives on to their people. This same analogy can apply to the Air Force.

Finally, one additional step can be taken to possibly reverse the intentions of a few pilots from separating. Locate the forms necessary to apply for separation from the Air Force in the squadron commander's office. Currently, a pilot simply picks up the forms from the Military Personnel Office, where he must talk to no one concerning his decision. If he obtained these forms from his commander, the commander should have the desire to find out why that individual is separating. If this is not feasible, then the pilot separating should, at the very least, be counseled by not only his squadron commander but also by the wing-level commanders. It must be remembered, each pilot retained is a significant savings in money, warfighting experience, and manpower.

In conclusion, senior leaders must realize pay is not the only solution to a very serious and real problem. The authors believe senior leaders should initiate studies to follow up on the issues brought out in this report. A large group study would indicate if these perceptions are indeed accurate Air Force-wide. They should then take steps to educate every rated officer in a position of command and those that will be commanding in the near future (in-residence PME officers) on why junior pilots are separating. Only then will we see the trend of pilots separating, their valuable experience, and potentially our future leadership reversed.

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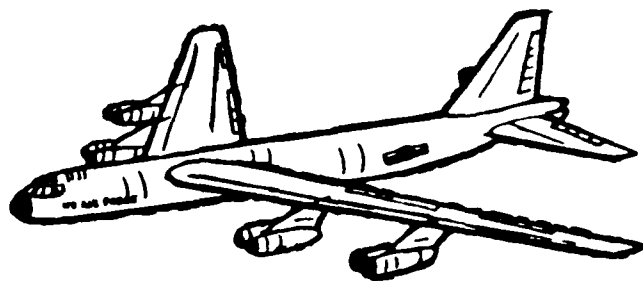
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APPENDIX

Appendix A -- Questionnaire, OFFICER RETENTION SURVEY USAF SCN 87-03

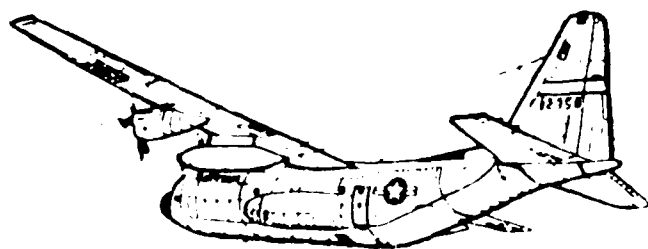
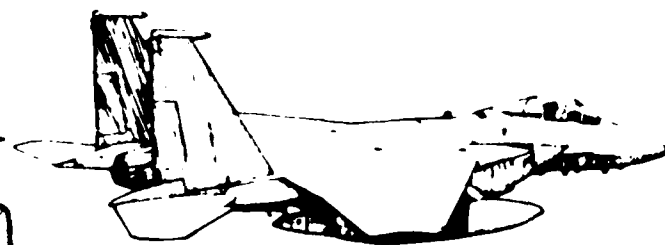
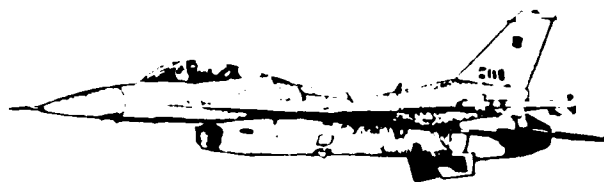
(HQ AFMPC/DPMYO)



OFFICER

RETENTION

SURVEY



USAF SCN 87-03









GENERAL INSTRUCTIONS

Select only one answer to each question except where instructions indicate otherwise. Make any additional comments on the comment sheet at the end of this survey.

Mark your answers on the answer sheet. It is not necessary to write on the survey itself. Please use a No. 2 pencil.

Be sure to mark your answers carefully so that you enter them opposite the same answer sheet number as survey question number.

Be sure that your answer marks are heavy and that you blacken the oval-shaped space. Erase all changes completely and carefully so as not to tear the answer sheet.

Right Way to Mark Answer Sheet	1	
	2	
	3	
	4	
Wrong Way to Mark Answer Sheet	5	
	6	
	7	
	8	

Since this survey is strictly anonymous, please do not write your name or your SSAN on either your answer sheet or survey booklet.

Do not staple or otherwise damage the answer sheet as the electronic scanner will not read the form, and your input will be rejected.

PLEASE LOOK AT THE NUMERIC GRID
ON YOUR ANSWER SHEET AND FOLLOW
THE INSTRUCTIONS ON THE NEXT PAGE

DEMOGRAPHICS

1. What is your present grade?
 - A. Colonel
 - B. Lieutenant Colonel
 - C. Major
 - D. Captain
 - E. Lieutenant
2. What is your sex?
 - A. Female
 - B. Male
3. How much total active federal commissioned service (TAFCS) have you completed?
 - A. Less than 5 years
 - B. 5 years but less than 11 years
 - C. 11 years but less than 16 years
 - D. 16 years but less than 20 years
 - E. Over 20 years
4. How many years of prior enlisted service do you have?
 - A. Zero
 - B. Less than 5 years
 - C. 5 to 10 years
 - D. Over 10 years
5. To which Major Command are you currently assigned? (answer in question 5, 6, or 7)
 - A. Air Force Communications Command
 - B. Air Force Logistics Command
 - C. Air Force Space Command
 - D. Air Force Systems Command
 - E. Air Training Command
6.
 - A. Air University
 - B. Alaskan Air Command
 - C. Electronic Security Command
 - D. Military Airlift Command
 - E. Pacific Air Forces
7.
 - A. Strategic Air Command
 - B. Tactical Air Command
 - C. United States Air Force in Europe
 - D. Other (Headquarters, SOA, DRU)

8. What is your current primary aeronautical rating:
- A. Pilot
 - B. Senior Pilot
 - C. Command Pilot
9. If you are currently assigned to ATC, which of the following is your parent command? (Answer in question 9 or 10)
- A. Air Training Command
 - B. Alaskan Air Command
 - C. Military Airlift Command
 - D. Pacific Air Forces
 - E. Strategic Air Command
10. A. Tactical Air Command
B. United States Air Force in Europe
C. Other
11. What is your major weapon system (MWS) group? (answer in question 11 or 12)
- A. Bomber
 - B. Fighter
 - C. Reconnaissance
 - D. Strategic Airlift
 - E. Tanker
12. A. Tactical Airlift
B. Trainer
C. Helicopter
D. Other
13. What is your marital status?
- A. Never married (skip to question 16)
 - B. Married, spouse is not a member of a military service
 - C. Married, spouse is a member of a military service
 - D. Legally separated
 - E. Divorced or widowed and not remarried
14. What is your tour status at your current duty station?
- A. Unaccompanied
 - B. Accompanied tour; dependents residing with me
 - C. Accompanied tour; dependents residing elsewhere
 - D. Not applicable, no dependents

15. How many dependent children do you have living at home?
- A. Zero
 - B. 1
 - C. 2
 - D. 3 or more
16. What is your source of commission?
- A. OTS
 - B. ROTC
 - C. USAFA
 - D. Other
17. What is your highest level of education?
- A. College degree (BA, BS, or equivalent)
 - B. Graduate work beyond bachelor degree (no masters degree)
 - C. Masters degree
 - D. Postgraduate work beyond masters degree
 - E. Doctorate degree
18. What is the major area of study of your most recent college work/degree? (answer in question 18 or 19)
- A. Business Administration or Management
 - B. Social Sciences (e.g., Psychology, Geography, Political Science, History)
 - C. Humanities (e.g., English, Foreign Languages, Philosophy)
 - D. Engineering
 - E. Physical Science (e.g., Chemistry, Biology, Physics)
19. ☒ A. Mathematics
- B. Computer Science
 - C. Other

CAREER INTENTIONS

20. Think back to when you first entered active duty. What was your intent with regard to making the Air Force a career? (answer in question 20 or 21)
- A. Definitely would make the Air Force a career
 - B. Probably would make the Air Force a career
 - C. Leaned toward making the Air Force a career
 - D. Undecided
 - E. Leaned toward not making the Air Force a career
21. ☐ A. Probably would not make the Air Force a career
- B. Definitely would not make the Air Force a career

22. What are your current intentions toward remaining in the Air Force for at least 20 years? (Answer in question 22 or 23)

- A. N/A, already completed 20 or more years service
- B. Definitely will remain in the Air Force
- C. Probably will remain in the Air Force
- D. Lean toward remaining in the Air Force
- E. Undecided (Skip to question 32)

23. A. Lean toward not remaining in the Air Force (Skip to question 29)
B. Probably will not remain in the Air Force (Skip to question 29)
C. Definitely will not remain in the Air Force (Skip to question 29)
D. I have an established Date of Separation (DOS) (Skip to question 29)

24. What is the highest grade you would like to reach before you separate or retire from the Air Force?

- A. General Officer
- B. Colonel
- C. Lieutenant Colonel
- D. Major
- E. Captain

~~What is the highest grade you would like to achieve before you separate or retire from the Air Force?~~

- ~~A. General Officer~~
- ~~B. Colonel~~
- ~~C. Lieutenant Colonel~~
- ~~D. Major~~
- ~~E. Captain~~

25. If you responded A, B, C or D to Question 22, please select the one factor which has influenced you most to make the Air Force a career. (Please mark one answer only in question 25, 26, 27 or 28; after completing this question, skip to question 32)

- A. Opportunity for training and education in the Air Force
- B. My Air Force job (challenging, provides a sense of accomplishment, etc.)
- C. Pay and allowances
- D. Aviation Career Incentive Pay (ACIP)
- E. Availability of civilian jobs

26. A. Promotion system and opportunity
 B. Institutional benefits (medical and dental care, BX, commissary, etc.)
 C. Leadership and supervision at the unit level
 D. Leadership and supervision above the unit level
 E. Travel and new experiences
27. A. Have "say" in future assignments
 B. Security of Air Force life
 C. Opportunity to make changes which improve my job/org.
 D. Air Force policies and procedures
 E. Retirement benefits
28. A. Opportunity to serve my country
 B. The people
 C. Some other factor
 D. I do not intend to make the Air Force a career
29. If you responded A, B, C or D in question 23, please select the one factor which has influenced you most NOT to make the Air Force a career. (please mark one response only in question 29, 30 or 31)
- A. Family separation
 B. My Air Force job (little challenge, little sense of accomplishment, etc.)
 C. Pay and allowances
 D. Aviation Career Incentive Pay (ACIP)
 E. Availability of civilian jobs
30. A. Promotion system and opportunity
 B. Institutional benefits (medical and dental care, BX, commissary, etc.)
 C. Leadership and supervision at the unit level
 D. Leadership and supervision above the unit level
 E. Frequent PCS moves
31. A. Little "say" in future assignments
 B. Working conditions (long hours, shift work, environmental conditions, etc.)
 C. The people
 D. Lack of opportunity to make changes which improve my job/organization
 E. Some other factor

32. Considering the positive and negative aspects of being a commander (wing, G, DO, Sq CC, etc.), I would like to be one if given the opportunity. (answer either question 32 or 33)

- A. N/A, currently hold a command position
- B. Strongly disagree
- C. Disagree
- D. Undecided
- E. Agree

33. A. Strongly agree

34. Recognizing that promotion opportunities might be restricted (e.g., competitive to Major, slim to Lieutenant Colonel, none to Colonel), what effect would a "fly only" career option have on your current intentions toward making the Air Force a career?

- A. Strong negative effect
- B. Negative effect
- C. Neither a positive nor a negative effect
- D. Positive effect
- E. Strong positive effect

35. If I could continue to perform my *primary* duties until retirement, I would be willing to retain my current rank and salary (with yearly cost of living increases).

- A. Strongly disagree
- B. Disagree
- C. Neither agree nor disagree
- D. Agree
- E. Strongly agree

36. Do you feel one's career opportunities within the Air Force are expanded or limited as a result of being a pilot?

- A. Greatly limited
- B. Limited
- C. Neither limited nor expanded
- D. Expanded
- E. Greatly expanded

Using the scale below, please rate your level of agreement/
disagreement with each of the following statements.

A ----- B ----- C ----- D ----- E

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
----------------------	----------	-------------------------------	-------	-------------------

37. I view the Air Force as "just a job" and not a "way of Life"
38. In my opinion, pilots who separate to join the airlines do so because of the appeal of the airlines.
39. I have never seriously considered any other kind of work other than being an Air Force officer.
40. ACIP (flight pay) was a key incentive for entering pilot training.
41. Personal interests and desires must take second place to the needs of the Air Force.
42. All things considered, if I left the Air Force tomorrow, I would have difficulty finding a job comparable to my Air Force job.
43. Obtaining a job with the airlines following retirement from the Air Force is a viable option.
44. ACIP is sufficient compensation for the "hardships" associated with a flying job.
45. I tend to identify more with officers within my own career field than with the officer corps in general.
46. In my opinion, pilots who separate to join the airlines do so because of dissatisfaction with the Air Force.
47. What appeals to you most about a career with the airlines? (please answer in question 47 or 48)
 - A. N/A, a career with the airlines does not interest me
 - B. Job Security
 - C. Job satisfaction
 - D. Work schedule/hours
 - E. Pay
48.
 - A. Geographic stability
 - B. Opportunity to fly with the ANG/AFRES
 - C. Promotion opportunities
 - D. Some other factor

49. Where have you received the majority of your information concerning civilian job opportunities? (please answer in question 49 or 50)
- A. I've not received any information
 - B. Literature directly from the companies/schools
 - C. Future Aviation Professionals of America (FAPA)
 - D. Other professional journals or publications
 - E. Newspapers
- 50.
- A. "Word of mouth"
 - B. Personal contact(s) made while occupying my present Air Force position
 - C. Personal contact(s) made outside my Air Force position
51. I have actively searched for a civilian job during the past year.
- A. Yes
 - B. No

(continued on next page)

JOB FACTORS

Please indicate how satisfied you have been with each of the following factors during your Air Force career.

	A -----	B -----	C -----	D -----	E -----
	VERY DISSATISFIED	DISSATISFIED	NEITHER SATISFIED NOR DISSATISFIED	SATISFIED	VERY SATISFIED
52.	Promotion opportunity				
53.	Quality of leadership/supervision at the unit level				
54.	Quality of coworkers				
55.	Job responsibility				
56.	Amount of nonflying additional duties				
57.	Prestige				
58.	Job security				
59.	Physical working conditions				
60.	Health care benefits (medical, dental)				
61.	Institutional benefits (BX, commissary)				
62.	Pay and allowances				
63.	Retirement program				
64.	Quality of leadership/supervision above the unit level				
65.	Job challenge				
66.	Amount of flying				
67.	Major Weapon System				
68.	Amount of feedback/recognition				
69.	Length of average duty day				
70.	Work schedule				
71.	Work group cohesiveness				

- 72. Decision-making opportunities
- 73. Opportunity to exercise creativity
- 74. Management opportunities
- 75. Geographic stability
- 76. Say in base assignment
- 77. Opportunity for personal growth and development
- 78. Opportunity for independence
- 79. Overall job satisfaction
- 80. What is the length of your average duty day? (please answer in question 80 or 81)
 - A. Less than 8 hours
 - B. 8 hours
 - C. 9 hours
 - D. 10 hours
 - E. 11 hours
- 81.
 - A. 12 hours
 - B. 13 hours
 - C. 14 hours
 - D. 15 hours
 - E. Over 15 hours
- 82. What would you consider to be a reasonable duty day? (please answer in question 82 or 83)
 - A. Less than 8 hours
 - B. 8 hours
 - C. 9 hours
 - D. 10 hours
 - E. 11 hours
- 83.
 - A. 12 hours
 - B. 13 hours
 - C. 14 hours
 - D. 15 hours
 - E. Over 15 hours

84. Approximately what percent of your duty day is spent in the performance of nonflying additional duties? (please answer in question 84 or 85)
- A. Less than 10%
 - B. 10%
 - C. 20%
 - D. 30%
 - E. 40%
85. A. 50%
B. Over 50%
86. Approximately how many days were you TDY last year? (please answer in question 86, 87 or 88)
- A. 0 days
 - B. 1 - 14 days
 - C. 15 - 30 days
 - D. 31 - 45 days
 - E. 46 - 60 days
87. A. 61 - 75 days
B. 75 - 90 days
C. 91 - 105 days
D. 106 - 120 days
E. 121 - 135 days
88. A. 136 - 150 days
B. More than 150 days

For questions 89 - 94, use the following scale.

A -----	B -----	C -----	D -----	E -----
STRONGLY	DISAGREE	NEITHER AGREE	AGREE	STRONGLY
DISAGREE		NOR DISAGREE		AGREE

89. I am willing to work as long as it takes to get the job done.
90. Remote assignments and TDYs are rotated fairly in my command.
91. Generally, I am satisfied with the types of work I do in this job.
92. The conditions of my present assignment have caused me to look for a new assignment earlier than normal.
93. During my time in the Air Force, the prestige of flyers has decreased while that of nonflyers has increased.
94. The quality of life in my major command is as good as in other major commands.

Please indicate how important each of the following factors are to you personally.

A	B	C	D	E
NOT AT ALL	SOMEWHAT	IMPORTANT	VERY	EXTREMELY
IMPORTANT	IMPORTANT		IMPORTANT	IMPORTANT

- 99. Promotion opportunity
- 99. Quality of leadership/supervision at the unit level
- 99. Quality of coworkers
- 99. Job responsibility
- 99. Amount of nonflying additional duties
- 100. Prestige
- 101. Job security
- 102. Physical working conditions
- 103. Health care benefits (medical, dental)
- 104. Institutional benefits (BX, commissary)
- 105. Pay and allowances
- 105. Retirement program
- 107. Quality of leadership/supervision above the unit level
- 108. Job challenge
- 109. Amount of flying
- 110. Major Weapon System
- 111. Amount of feedback/recognition
- 112. Work schedule
- 113. Work group cohesiveness
- 114. Decision-making opportunities
- 119. Opportunity to exercise creativity
- 119. Management opportunities
- 117. Geographic stability

- 118. Say in base of assignment
- 119. Say in specific job assignment
- 120. Opportunity for personal growth and development
- 121. Opportunity for independence
- 122. Overall job satisfaction

LEADERSHIP AND SUPERVISION

- 123. What is your opinion of the leadership ability of your immediate supervisor?
 - A. Excellent
 - B. Above average
 - C. Average
 - D. Below average
 - E. Poor
- 124. How often are you given feedback from your immediate supervisor about your job performance?
 - A. Never
 - B. Seldom
 - C. Sometimes
 - D. Often
 - E. Very often
- 125. What is your opinion of the leadership ability of your unit commander?
 - A. Excellent
 - B. Above average
 - C. Average
 - D. Below average
 - E. Poor
- 126. What is your opinion of the quality of Air Force leadership above the unit level?
 - A. Excellent
 - B. Above Average
 - C. Average
 - D. Below average
 - E. Poor

Using the scale below, please rate your level of agreement/disagreement with each of the following statements.

A -----	B -----	C -----	D -----	E
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

- 127. My supervisors are concerned with my career development.
- 128. The only time I receive feedback from my supervisor is when something goes wrong.
- 129. My unit commander is more concerned with advancing his own career than with accomplishing the mission.
- 130. Air Force leadership above the unit level seems more concerned with advancing their own careers than with mission accomplishment.

PROMOTIONS

Use the following scale for Questions 131 - 134.

A -----	B -----	C -----	D -----	E
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

- 131. The Air Force promotion system is effective (i.e., the best qualified people are generally selected for promotion).
- 132. I would like to see the Air force adopt a separate promotion system for pilots, such that pilots would only compete with other pilots for promotions.
- 133. The promotion system will value my contributions to the Air Force.
- 134. I have had an opportunity to demonstrate my promotion potential.

135. Do you feel promotion opportunities for pilots are better or worse than Air Force officers in general?

- A. Much worse
- B. Somewhat worse
- C. Neither worse nor better
- D. Somewhat better
- E. Much better

USING THE SCALE PROVIDED, PLEASE INDICATE HOW IMPORTANT YOU BELIEVE EACH FACTOR IS IN DETERMINING PROMOTIONS.

A -----	B -----	C -----	D -----	E -----
NOT AT ALL IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT

- 136. OER ratings
- 137. PME
- 138. Demonstration of leadership/management
- 139. Advanced academic degrees
- 140. Performance of primary duties
- 141. Additional duties
- 142. Level of indorsement
- 143. OER narrative
- 144. Aeronautical rating
- 145. Decorations
- 146. Source of commission
- 147. Staff/Headquarters experience
- 148. Sponsorship

Using the same scale, now please rate each factor with respect to how important you think it should be in determining promotions.

- 149. OER ratings

- 150. PME
- 151. Demonstration of leadership/management
- 152. Advanced academic degrees
- 153. Performance of primary duties
- 154. Additional duties
- 155. Level of indorsement
- 156. OER narrative
- 157. Aeronautical rating
- 158. Decorations
- 159. Source of commission
- 160. Staff/Headquarters experience
- 161. Sponsorship

FAMILY CONSIDERATIONS

IF YOU HAVE NEVER BEEN MARRIED, OR ARE NOT PRESENTLY MARRIED AND DO NOT HAVE ANY DEPENDENT CHILDREN RESIDING IN YOUR HOUSEHOLD, SKIP TO QUESTION 170.

162. Does your spouse have a paying job?
- A. Not applicable, not currently married (skip to question 169.)
 - B. No (skip to question 165)
- Yes, and my spouse earns:
- C. More than I do
 - D. As much as I do
 - E. Less than I do

163. If your spouse works full- or part-time, please indicate below the category which most closely describes the kind of work he/she does. (Please answer in either questions 163 or 164).
- A. Professional, technical and related (teacher, registered nurse, social worker, writer, artist, etc.)
 - B. Managerial/administrative (accountant, labor relations specialist, school principal, officer manager, etc.)
 - C. Sales/technical (health technologist, computer programmer, licensed practical nurse, sales supervisor, cashier, self-employed sales person, etc.)
 - D. Clerical (secretary, bookkeeper, telephone operator, etc.)
 - E. Crafts (plumber, carpenter, precision machine worker,)
- 164.
- A. Operative, except transport (assembler, sewing machine operator, hand work, etc.)
 - B. Transport equipment operative (bus driver, crane operator, etc.)
 - C. Laborer, (hand packager, production helper, farm laborer, etc.)
 - D. Service, including private household (food preparation and service worker, building cleaner/other service worker private household worker, etc.)
165. My spouse has had to modify his/her career/job so that I could pursue my Air Force career. (Please answer in either questions 165 or 166).
- A. Strongly disagree
 - B. Disagree
 - C. Slightly disagree
 - D. Neither disagree nor agree
- 166.
- A. Slightly agree
 - B. Agree
 - C. Strongly agree
167. How satisfied is your spouse with the military way of life? (Please answer in either questions 167 or 168)
- A. Very dissatisfied
 - B. Dissatisfied
 - C. Somewhat dissatisfied
 - D. Neither dissatisfied nor satisfied
- 168.
- A. Somewhat satisfied
 - B. Satisfied
 - C. Very satisfied

169. How frequently have you made career decisions based solely on family considerations, (e.g., spouse's career, children's school/friends, etc.)?

- A. Very often
- B. Often
- C. Sometimes
- D. Seldom
- E. Never

Using the scale below, please rate your level of agreement/disagreement with each of the following statements.

A -----	B -----	C -----	D -----	E
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

170. My spouse and/or immediate family dislike moving every three to four years.

171. Staying in the Air Force would create a financial hardship on my family.

172. Staying in the Air Force would create an emotional hardship on my family.

173. My spouse/immediate family wants me to continue in my Air Force career.

174. From the following list of factors, what is the most negative aspect of PCS moves? (Please answer in questions 174 or 175)

- A. Disruption of Air Force career (change of job, AFSC, etc)
- B. Disruption of personal off-duty life
- C. Disruption of spouse's career/life
- D. Disruption of children's lives

175.

- A. Economic impact (moving expenses, loss on sale of home)
- B. Leaving a certain geographic area
- C. Some other factor
- D. There are no negative aspects

WRITE-IN ITEMS

TAFCS: _____

GRADE: _____

MAJCOM: _____

PLEASE ENTER BY THE QUESTION NUMBER THE LETTER CORRESPONDING TO
YOUR RESPONSE TO QUESTIONS 22 or 23. (Question 22 _____ or
Question 23 _____)

176. What could the Air Force do to influence you to stay in the
Air Force for at least 20 years?

177. If you had the opportunity to change anything about the Air
Force, what (if anything) would you change?

178. If there is some aspect of your primary mission (e.g., typical cargo mission for MAC pilot) that you could point out as particularly unpleasant or irritating, what would it be?

179. How does your job as an Air Force pilot compare to the expectations you held when you entered UPT?

180. Does Air Force leadership live up to your expectations?
(Please explain)

PLEASE FEEL FREE TO ADD ANY ADDITIONAL COMMENTS YOU MAY HAVE.

PLEASE PLACE YOUR COMPLETED SURVEY AND ANSWER SHEET
IN THE RETURN ENVELOPE AND PLACE IT IN YOUR OWN
SEMINAR BOX. WE WILL PICK UP THE COMPLETED
SURVEY'S ON 30 OCTOBER!!!

THANK YOU FOR TAKING THE TIME TO PARTICIPATE IN THIS SURVEY!!

END

DATED

FILM

8-88

DTIC